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ABSTRACT

Data on salaries and a broad range of benefits provided to college chief executive officers (CEOs) were obtained through the 1984 Compensation and Benefits Survey of College and University Chief Executive Officers. The results will allow governing boards to compare: types and levels of compensation in their institutions with those in similar institutions, total compensation levels provided by colleges, the private sector, and nonprofit organizations, and employment policies and practices of peer institutions. Questionnaires were completed by 1,328 two- and four-year colleges, universities, medical schools, and theological seminaries. Findings include: over two-thirds of the institutions hired CEOs from outside of their institutions/systems; 74% of the CEOs were not tenured; three-quarters of the CEOs surveyed have contractual agreements; and 6% of the CEOs were minorities and 8% were women. Profiles of the participating institutions and the sample of CEOs are provided, along with trend line analyses showing salary levels of CEOs for each type of institution. Data are provided on the use of contracts and performance reviews and the award of tenure for CEOS, as well as various kinds of executive benefits and perquisites. Appended are a list of the participating institutions, the questionnaire, and information on the use of trend lines. (SW)

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ED274228

1984

COMPENSATION AND BENEFITS SURVEY

OF

COLLEGE AND UNIVERSITY

CHIEF EXECUTIVE OFFICERS

HE017 457

Association of Governing Boards of Universities and Colleges

College and University Personnel Association

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1984
Compensation and Benefits Survey
of
College and University
Chief Executive Officers

FUNDED BY THE FORD FOUNDATION

Prepared For:

Association of Governing Boards of Universities and Colleges

and

College and University Personnel Association

Prepared By:

SIBSON & COMPANY, INC.
777 Alexander Road
Princeton, New Jersey 08540

June, 1984

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Survey Report Committee

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AGB

The Association of Governing Boards of Universities and Colleges (AGB) is a nonprofit educational organization. Today comprised of governing, coordinating, and advisory boards of postsecondary education, AGB began in 1921 as an informal organization of public university trustees. The Association established its first full-time professional staff and its Washington, D.C. offices in 1964, in response to the ever-increasing needs of the academic community. That same year, membership was opened to college and private university governing boards.

AGB now successfully serves some 25,000 trustees, regents, and chief executive officers representing nearly 1,500 college and university campuses–private, public, two-year, four-year, general and specialized.

CUPA

The College and University Personnel Association is an international network of 4,500 personnel administrators representing 1,200 colleges and universities. Through regular and special publications and studies, CUPA aims to keep its members informed of the latest legal, legislative, and regulatory developments affecting personnel administration, as well as trends and innovative policies and practices in the field. Services include a weekly newsletter, a quarterly journal, an annual conference, regional meetings, and seminars on timely topics of special interest to the personnel profession.

Sibson and Company

Sibson and Company is a leading national human resource management and compensation consulting firm. Their consulting services include organization and staffing analysis, personnel succession and development planning, executive compensation, salary and job evaluation program development, performance appraisal, and employee communications. Assistance is provided to organizations on an on-going basis to audit, develop, and implement programs designed to improve people productivity and organization effectiveness. Consulting and survey assistance is provided for a wide range of industry groups including a substantial number of educational and other non-profit organizations.

1984 COMPENSATION & BENEFITS SURVEY

OF

COLLEGE & UNIVERSITY CHIEF EXECUTIVE OFFICERS

June, 1984

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INTRODUCTION

The 1984 Compensation and Benefits Survey of College and University Chief Executive Officers is the result of a collaborative effort between the Association of Governing Boards of Universities and Colleges (AGB) and the College and University Personnel Association (CUPA). Funding for the project was generously provided by the Ford Foundation. Data collection, analysis, and report preparation was done in conjunction with Sibson & Company, Inc., Princeton, New Jersey (Sibson is a distinguished national management consulting firm specializing in human resource management and executive compensation).

Before this report, governing boards of colleges and universities lacked a comprehensive data source for effective decision-making on types and levels of compensation for their chief executive officers. Higher education's ability to attract and retain competent leadership talent should be significantly increased as a result of this study.

In October, 1983, using AGB's member and non-member mailing list, a CEO compensation survey questionnaire was mailed to 2,626 Presidents/ Chancellors. By late December, 1983, 1,429 questionnaires had been returned with 1,328 usable responses (representing a 51 percent response rate). As the first survey of its kind, we are pleased that the respondents have provided us with a data base which is extremely representative of higher education in the United States. An alphabetical list of respondents by institutional classification appears in Appendix A. Appendix B is a copy of the survey questionnaire.

AGB and CUPA, with the expertise of Sibson & Company, have been able to compile CEO compensation and benefits data for this report. These data will provide governing boards with information necessary for total compensation planning and development of personnel practices for their chief executive officers.

Specifically, data from this report will allow governing boards the opportunity to compare:

- types and levels of compensation in their institutions with those in institutions of similar size and characteristics,

- total compensation levels provided by colleges and universities with those in the private sector and other non-profit organizations, and

- employment policies and practices of peer institutions.

This report is divided into five sections with each section presenting a comprehensive examination of its topic. The sections are:

- Participant Profile
- Profile of Chief Executives
- Salary and Other Cash Compensation
- Employment Practices
- Executive Benefits and Perquisites

Requests for information or assistance regarding data included in this report should be addressed to the College and University Personnel Association. The report contents may be useful to search committees in developing total compensation programs, or to college administrators in restructuring or reevaluating their compensation and benefit programs.

On request, special studies can be made on a particular sample basis without sacrificing survey confidentiality. Request for technical and interpretive analysis or other assistance in data application will be forwarded to Sibson & Company. For more information, please write or call CUPA at the following address:

CUPA CEO Study
11 Dupont Circle
Suite 120
Washington, DC 20036
(202) 462-1038

AGB and CUPA are extremely grateful to those institutions who participated in this study and to the Ford Foundation who made this study a reality. We look forward to providing future studies on a three year cycle.

Robert L. Gale
President, AGB

Stephen S. Miller
Executive Director, CUPA

STUDY HIGHLIGHTS

The 1984 Compensation & Benefits Survey of College University Chief Executive Officers provides data on salaries and a broad range of benefits and perquisites which comprise the compensation packages available to CEOs. The survey report is based on data compiled from questionnaires submitted by 1,328 insitutions. Participants are representative of all segments of higher education.

PARTICIPATING INSTITUTIONS

	NUMBER	PERCENT OF TOTAL
Two-year Colleges	438	33%
Four-year Colleges	506	38
Universities	263	20
Medical Schools	18	1
Theological Seminaries	67	5
Others	36	3
	1,328	100%

Some highlights are:

HIRING: Over two-thirds of all institutions surveyed hired their Chief Executives from outside of their institutions/systems.

CONTRACTS: Three-quarters of the CEOs surveyed have contractual agreements. The majority of these are formal written contracts or letters of agreement. One-third of the contracts are written for a term of one year.

TENURE: Seventy-four percent of the Chief Executives surveyed are not tenured. This appears to be due to the high proportion hired from outside of their institutions. Typically, these CEOs are not granted tenure upon hire.

Only six percent of the CEOs promoted from within their institutions who were not formerly tenured were granted tenure at the time of their promotion.

MINORITIES AND WOMEN: Eighty-one CEOs, 6 percent of the survey population, are members of a minority group. The number of women among the survey population totals 106 or 8 percent.

SALARIES: Analysis of the data shows that, in general, salary levels increase as the size of the institution increases. Size measures analyzed in this survey are total operating budget and full-time equivalent enrollment. Both measures have a similar relationship to salary.

The following chart shows salary levels at two-year colleges, four-year colleges and universities at three representative sizes -- budgets of $5, 10, and 30 million. The chart shows that:

- In general, Chief Executives of independent private four-year colleges and universities are paid higher salaries than their counterparts in public and religious affiliated institutions.

- The size of the institution has more impact on salaries among private institutions than among public insitutions. For example, the salary at a public four-year college with an operating budget of $30 million is 23 percent greater than the salary at a college with a $5 million budget ($64,000 vs. $52,000). This contrasts with a 60 percent differential at private independent four-year schools ($85,000 vs. $53,000).

CEO SALARY LEVELS* ($ THOUSANDS)

	OPERATING BUDGET		
	$5MM	$10MM	$30MM
PUBLIC			
Two-year Colleges	$52.0	$56.0	$65.0
Four-year Colleges	52.0	56.0	64.0
Universities	56.0	60.0	66.0
PRIVATE, INDEPENDENT			
Two-year Colleges	$50.5	**	**
Four-year Colleges	53.0	$64.0	$85.0
Universities	63.0	70.0	86.0
PRIVATE, RELIGIOUS AFFILIATED			
Two-year Colleges	$49.0	**	**
Four-year Colleges	47.0	$57.0	**
Universities	46.0	55.0	$74.0

*Source: Trend line analyses of base salaries by operating budget.
**Insufficient data for analysis.

OTHER INCOME: Thirty-eight percent of university CEOs receive income from directorships. This contrasts with 24 percent of the CEOs of four-year colleges and only 9 percent of two-year college CEOs.

Lectures and consulting are relatively common sources of income with approximately one-fifth of the Chief Executives reporting income from each of these sources.

HOUSING: Over half of all institutions surveyed provide residences. As is the case with many benefits, two-year schools are less likely to offer this benefit; only 20 percent provide a residence. Seventy-three percent of four-year schools and 76 percent of universities provide residences.

Many four-year colleges and universities also provide maintenance, utilities, and household staffs.

CARS: Over 80 percent of the institutions surveyed provide a car for the CEO's use. Forty-one percent pay all fuel and maintenance expenses, an additional 11 percent pay part of these expenses.

RETIREMENT PROGRAMS: Ninety-one percent of the institutions surveyed contribute toward the CEO's retirement. Typically, these contributions are 5-11 percent of salary. The majority of CEOs make an additional mandatory contribution, usually 5-7 percent of salary. In addition to the basic plan, many institutions provide a supplemental tax-sheltered plan which will provide additional benefit at retirement. These plans are more prevalent among four-year colleges (56 percent) and universities (66 percent) than among two-year schools (37 percent).

Overall, the survey results indicate that the various benefits and perquisites are important elements of the total compensation packages available to college and university Chief Executives.

PART I: PARTICIPANT PROFILE

A total of 1,328 institutions provided information for this survey. Survey participants represent small, medium, and large institutions in all categories.

The following charts show the distribution of the participating institutions by operating budget, full-time enrollment, and classification.

A complete list of participating institutions is contained in Appendix A.

PARTICIPATING INSTITUTIONS BY OPERATING BUDGET

1983-1984 OPERATING BUDGET ($ Millions)	NUMBER OF INSTITUTIONS	PERCENT OF TOTAL
Less than $5.0	361	27%
$ 5.0 - $ 9.9	321	24
10.0 - 24.9	331	25
25.0 - 49.9	145	11
50.0 - 99.9	71	5
100.0 and Over	96	7
	1,325*	100%

*Three institutions did not report budget data.

PARTICIPATING INSTITUTIONS BY ENROLLMENT

FULL-TIME EQUIVALENT ENROLLMENT	NUMBER OF INSTITUTIONS	PERCENT OF TOTAL
Less than 1,000	378	29%
1,000 - 2,499	400	30
2,500 - 4,999	199	15
5,000 - 7,499	107	8
7,500 - 12,499	95	7
12,500 and Over	143	11
	1,322*	100%

*Six institutions did not report enrollment data.

PARTICIPATING INSTITUTIONS BY CLASSIFICATION

	NUMBER OF INSTITUTIONS	PERCENT OF TOTAL
TWO-YEAR COLLEGES		
Public	369	28%
Private, Independent	20	2
Private, Religious Group Related	20	2
System Office	29	2
ALL TWO-YEAR COLLEGES	438	33%
FOUR-YEAR COLLEGES		
Public	92	7
Private, Independent	192	14
Private, Religious Group Related	220	17
System Office	2	*
ALL FOUR-YEAR COLLEGES	506	38%
UNIVERSITIES		
Public	149	11%
Private, Independent	50	4
Private, Religious Group Related	32	2
System Office	32	2
ALL UNIVERSITIES	263	20%
MEDICAL SCHOOLS/CENTERS	18	1%
THEOLOGICAL SEMINARIES	67	5
OTHER (includes Law Schools, Graduate Schools, State Boards, and other institutions not classified above)	36	3
	1,328	100%

*Less than 1 percent.

PART II: PROFILE OF CHIEF EXECUTIVES

YEARS IN POSITION

More than half (54 percent) of the Chief Executives surveyed have been in their present positions for 5 years or less. The average time in position is 6-1/2 years; the median is 5 years.

Analysis of the data shows that the number of years as CEO does not vary significantly by size or type of institution. The chart below shows the distribution for each type of institution.

YEARS AS CHIEF EXECUTIVE

	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
YEARS	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
1 year or less	17%	21%	13%	10%	23%	11%	18%
2 to 5 years	37	32	41	35	37	41	36
6 to 10 years	23	28	25	30	33	28	26
11 to 15 years	12	13	16	15	4	14	13
16 years or more	11	6	5	10	3	6	7
	100%	100%	100%	100%	100%	100%	100%

SOURCE OF CANDIDATES

Over two-thirds (69 percent) of the Chief Executives surveyed were hired from outside their institutions or systems. As shown in the following chart, this has been the majority practice at all types of institutions.

OUTSIDE HIRES VERSUS PROMOTIONS

	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
CEOs hired from outside institution/system	67%	74%	67%	75%	65%	50%	69%
CEOs promoted from within institution/system	33	26	33	25	35	50	31
	100%	100%	100%	100%	100%	100%	100%

PERSONAL DATA

The majority of Chief Executives are between the ages of 45 and 59. The following chart shows that the distributions for each type of institution follow similar patterns.

AGE OF CHIEF EXECUTIVES

	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
AGE	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
Under 35	*	1%	--	--	1%	--	1%
35-39	3%	4	1%	--	3	3%	3
40-44	16	14	6	5%	17	11	13
45-49	23	20	20	5	17	17	21
50-54	25	27	29	20	25	31	26
55-59	21	18	23	30	22	16	20
60 or Over	12	16	21	40	15	22	16
	100%	100%	100%	100%	100%	100%	100%

*Less than 1 percent.

Eighty-one of the CEOs responding are members of a minority group. This figure represents 6 percent of the survey population. The number of women among the Chief Executives totals 106 or 8 percent of the population.

Though the number of minorities does not appear to be related to size or type of institution, the percentage of women is highest among four-year colleges.

PREVALENCE OF MINORITIES AND WOMEN

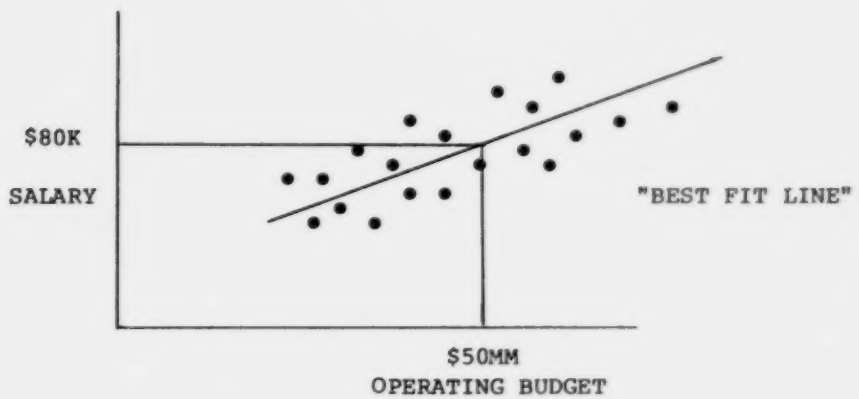
	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
Minorities (includes males and females who are members of minority groups)	6%	8%	7%	5%	1%	0%	6%
Women (includes minority and non-minority women)	6	14	3	0	0	6	8

Analysis of the data shows that salaries paid to Chief Executives are related to the size of the institution as measured by operating budget and by enrollment.

This section contains trend lines and tabular displays for each type of institution.

TREND LINES

Trend lines are useful in analyzing the impact of the size of the institution on compensation levels. The actual data points (i.e., salary and operating budget or enrollment) for each CEO are analyzed using linear regression, a statistical technique which calculates the "line of best fit" through all of the data points. The following illustration shows this process.



The data in this illustration shows that, on average, a CEO responsible for an operating budget of $50 million is paid $80,000 annually.

A detailed explanation of how to use trend lines is contained in Appendix C.

TABULAR DISPLAYS

Tabular displays show size groupings (i.e., operating budget, enrollment), thus allowing comparisons with institutions of similar size. Average size and salary figures are calculated for each size grouping. Weighted average size and salary figures are calculated for each position total. The number of incumbents are reported as well.

Salary figures at the 25th, 50th, and 75th percentiles are calculated. The 50th percentile, or median, is the salary figure at the midpoint of the reported salaries when salaries are arrayed highest to lowest. The 25th and 75th percentiles are the midpoints of each "half" of the array.

The following illustration shows the process.

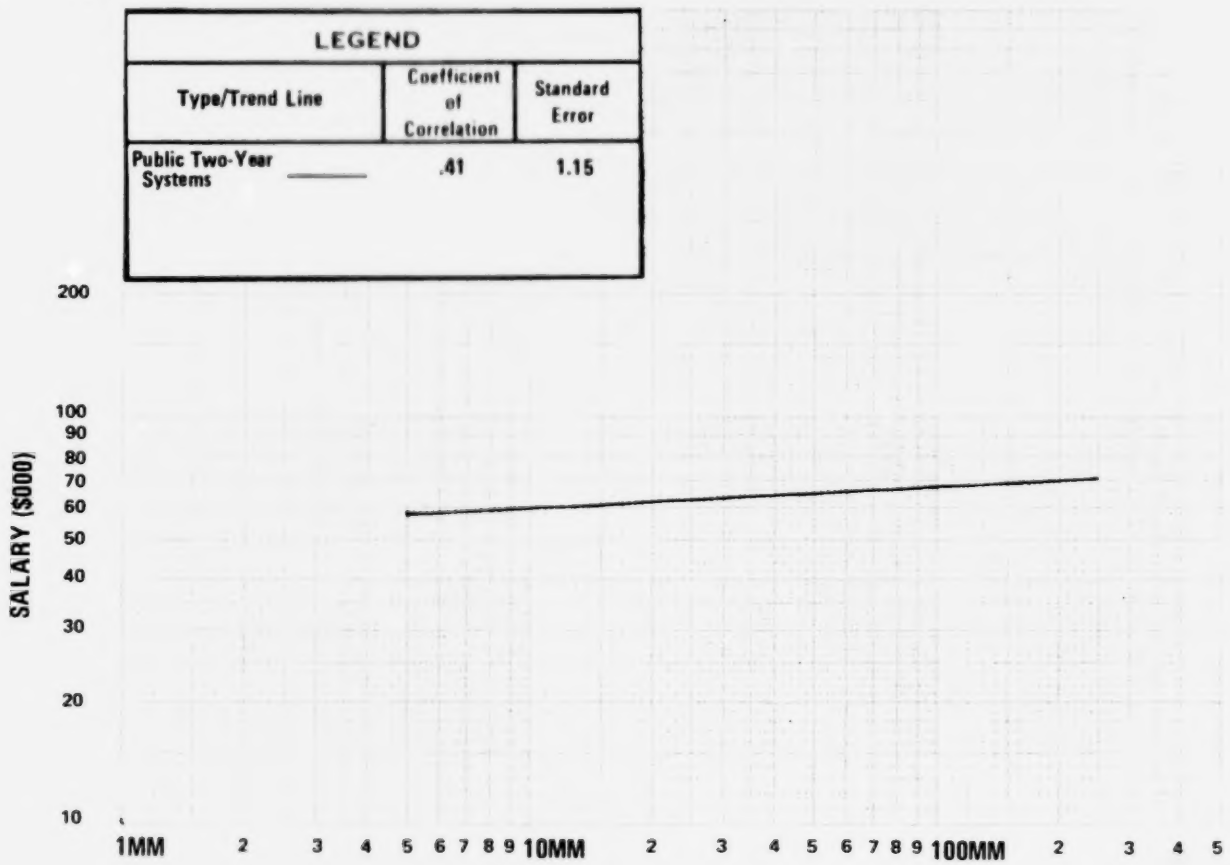
SALARY ARRAY	
60,500	
60,000	
59,500	
59,400	75th percentile
58,000	
56,000	
55,500	
55,000	50th percentile (median)
55,000	
54,000	
53,000	
52,200	25th percentile
50,000	
50,000	
49,000	

TREND LINES AND TABULAR DISPLAYS

Chief Executive Officers of Public Two-Year College Systems

The following charts show salary levels for the CEOs of public two-year college systems.

The trend line analyses show that the salary levels parallel those for single public institutions and campuses with similar budgets (as shown on page 18).

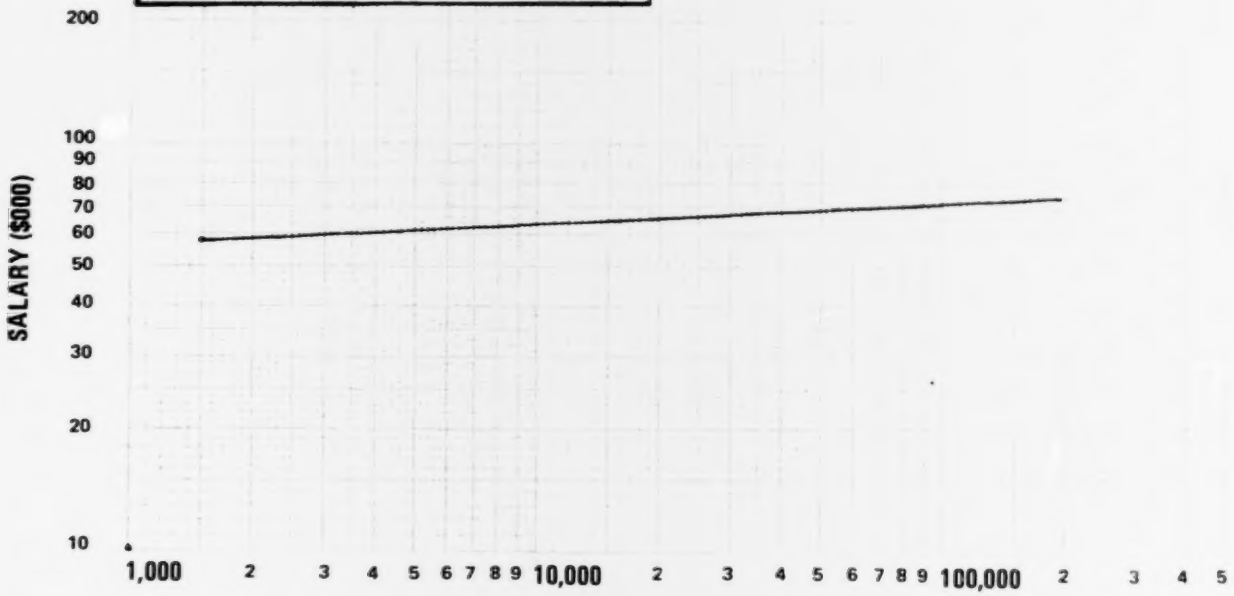


OPERATING BUDGET ($ Millions) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than $25.0	$ 11.8	8	$55.6	$53.0	$54.3	$57.7
$ 25.0 - $49.9	35.1	7	67.9	64.6	65.3	68.3
50.0 and over	183.5	13	68.0	60.6	65.0	73.6
	$ 97.3	28	$64.5	$56.5	$64.0	$68.3

Chief Executive Officers of Public Two-Year College Systems (Continued)

The following charts show salary levels as they relate to full-time equivalent enrollment.

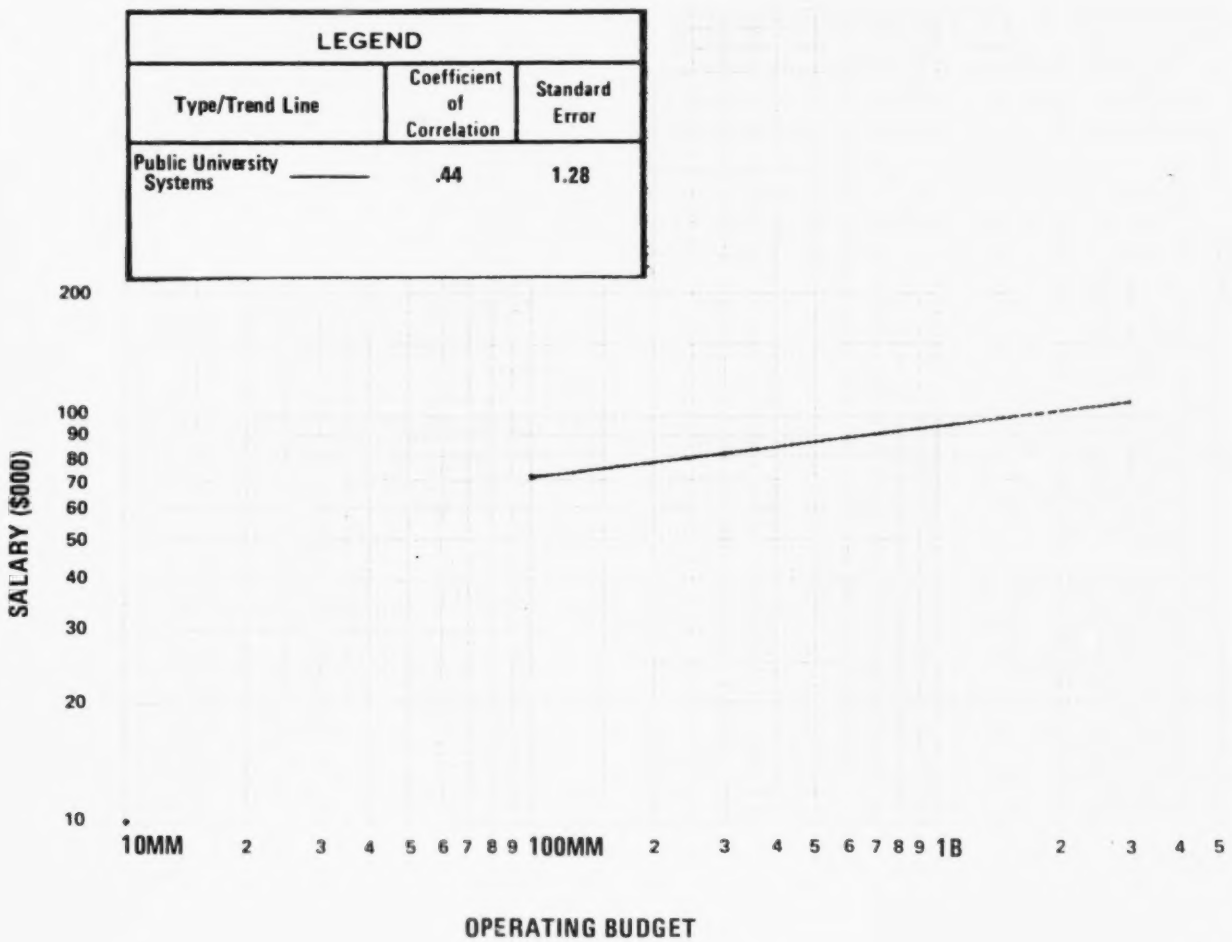
LEGEND		
Type/Trend Line	Coefficient of Correlation	Standard Error
Public Two-Year Systems _____	.41	1.15



ENROLLMENT (F.T.E.)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than 5,000	3,182	6	$55.2	$52.5	$53.5	$55.0
5,000 - 12,499	8,442	6	60.0	55.0	59.8	64.0
12,500 and over	69,942	16	69.7	62.3	65.6	73.7
	42,458	28	$64.5	$56.5	$64.0	$68.3

Chief Executive Officers of Public University Systems

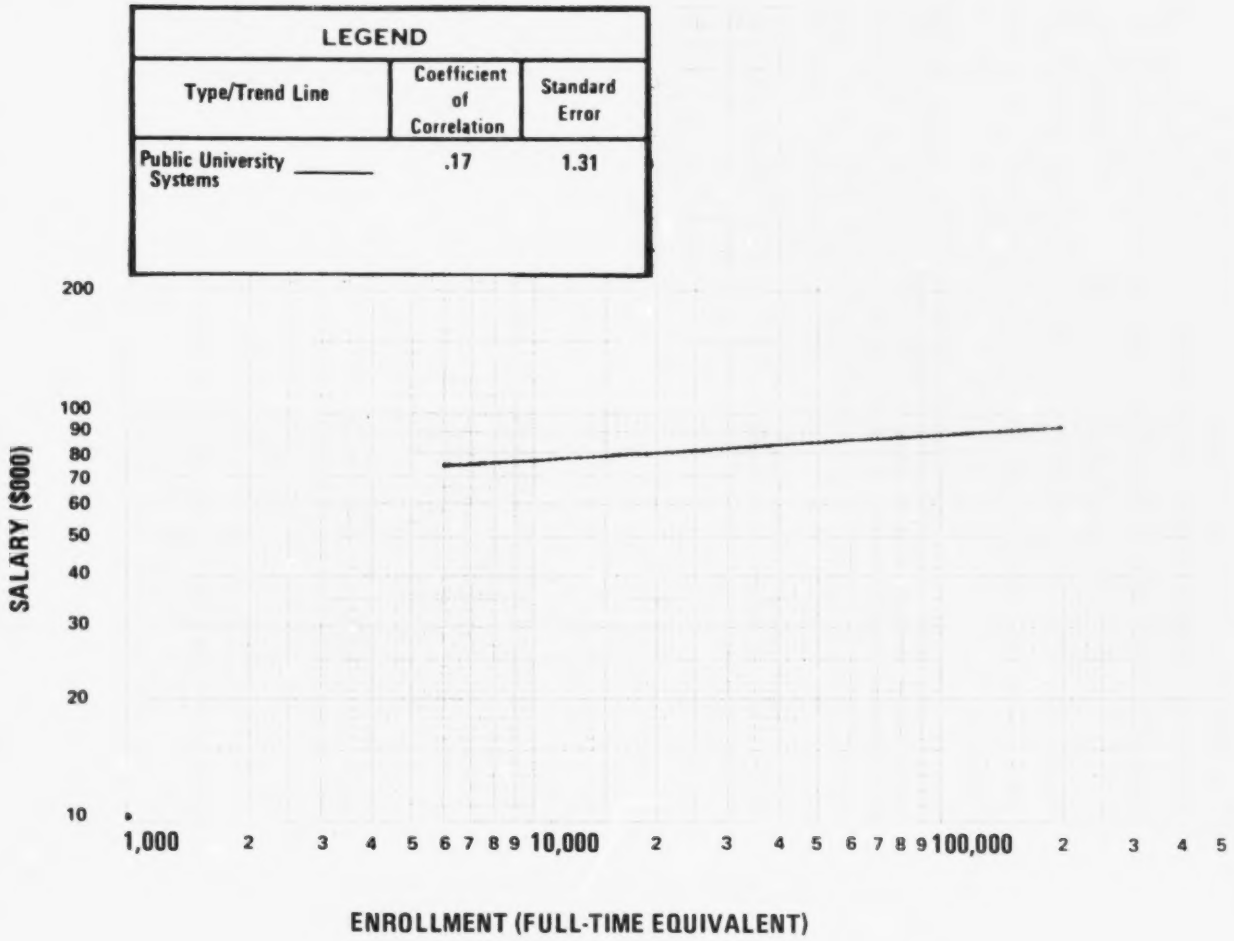
The charts below show salary levels for the CEOs of university systems. The trend line analyses show that the salary levels parallel those shown on page 26 for single public institutions and campuses with similar budgets.



OPERATING BUDGET ($ Millions)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than $500.0	$ 242.7	17	$77.4	$67.2	$75.2	$ 88.2
$500.0 and Over	1,062.1	10	98.9	76.5	87.0	122.0
	$ 546.2	27	$85.4	$72.8	$80.0	$ 90.9

Chief Executive Officers of Public University Systems (Continued)

The charts below show the analysis of salary levels by full-time equivalent enrollment.



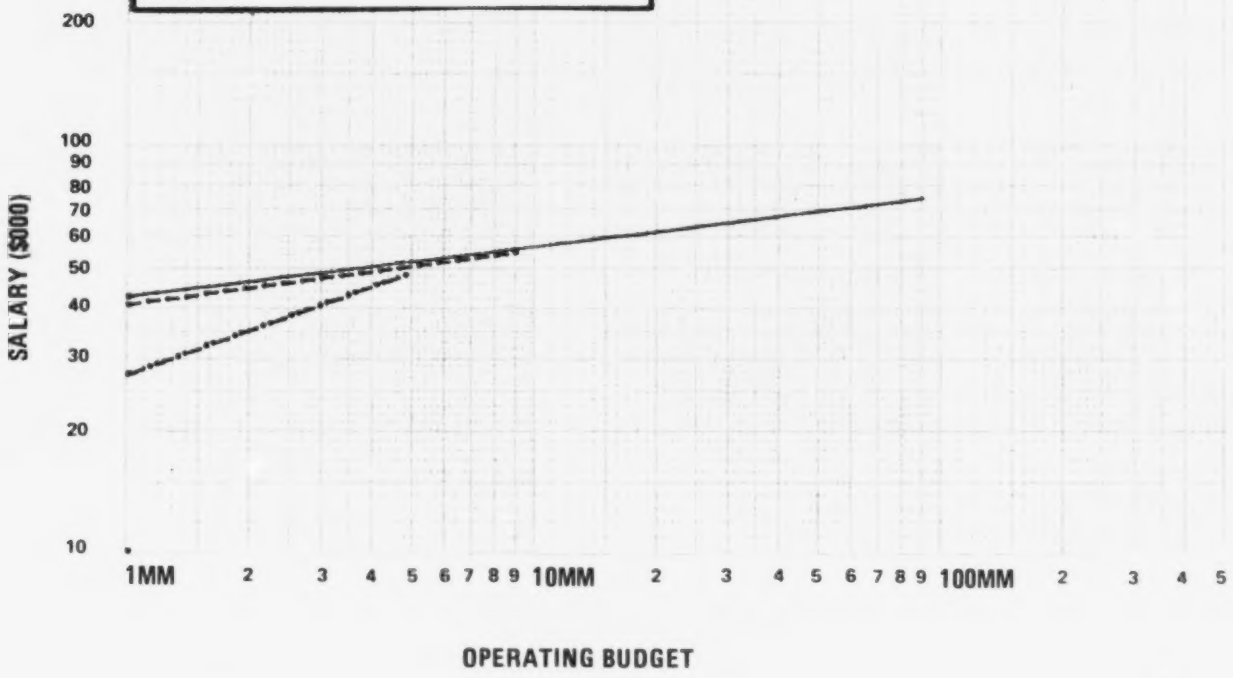
ENROLLMENT (F.T.E.)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than 40,000	27,885	15	$81.5	$70.6	$75.2	$89.3
40,000 and Over	90,069	12	90.3	76.3	82.6	93.7
	55,522	27	$85.4	$72.8	$80.0	$90.9

Chief Executive Officers of All Two-Year Colleges

The following charts show salaries as related to operating budget.

Though the number of independent private colleges is relatively small the salary levels are similar to those reported by public institutions. Two-year colleges with religious affiliations report significantly lower salaries.

LEGEND			
Type/Trend Line		Coefficient of Correlation	Standard Error
Public	———	.63	1.14
Private Independent	- - - - - -	.28	1.28
Private Religious	-.-.-.-	.74	1.17



NOTE: In cases where survey respondents noted that the CEO is a member of a religious community and, as such, contributes his/her services, the reported salary was excluded from these analyses.

The CEOs of systems are analyzed separately on page 14.

CHIEF EXECUTIVE OFFICERS OF ALL TWO-YEAR COLLEGES
(By Operating Budget)

PUBLIC

OPERATING BUDGET ($ Millions) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than $5.0	$ 3.3	125	$49.5	$43.0	$49.3	$55.3
$ 5.0 - $ 9.9	6.8	106	53.6	48.5	53.1	57.7
10.0 - 24.9	15.0	95	60.0	55.4	59.7	64.0
25.0 - 49.9	33.1	25	65.6	62.3	65.0	69.2
50.0 and Over	103.9	6	67.9	59.3	68.0	77.9
	$ 11.0	357	$55.0	$48.8	$55.0	$60.2

PRIVATE, INDEPENDENT

OPERATING BUDGET ($ Millions) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than $5.0	$ 2.8	13	$47.3	$37.5	$45.0	$55.3
$5.0 and Over	6.6	6	53.9	46.0	50.5	66.4
	$ 4.0	19	$49.4	$41.5	$46.0	$55.3

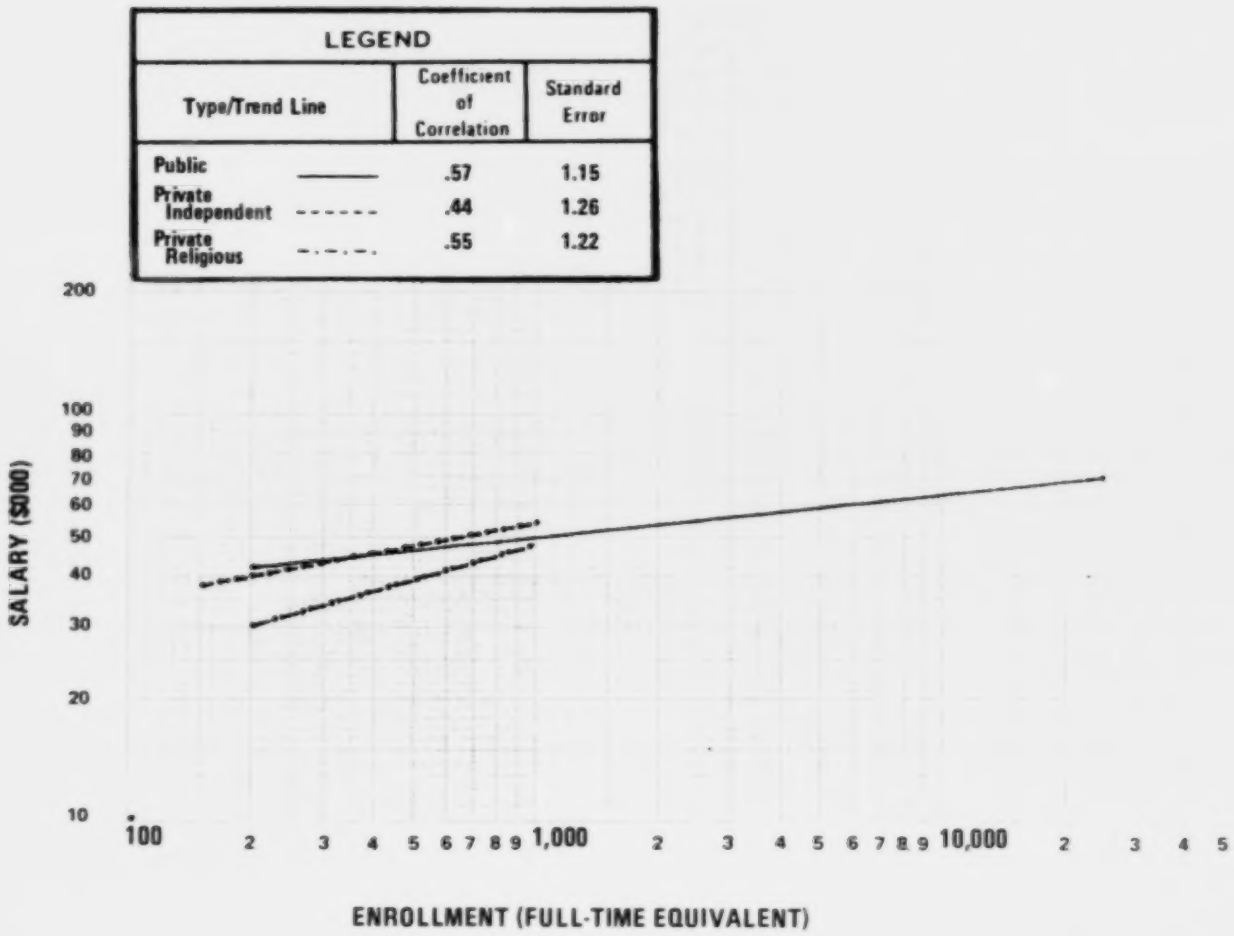
PRIVATE, RELIGIOUS-AFFILIATED

OPERATING BUDGET ($ Millions) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than $5.0	$ 2.6	16	$37.7	$30.0	$37.1	$41.3
	$ 2.6	16	$37.7	$30.0	$37.1	$41.3

Chief Executive Officers of All Two-Year Colleges (Continued)

The charts on this and the facing page show an analysis using full-time equivalent enrollment as the size measure.

In general, the relationships among the three types of colleges are similar to that measured by operating budget.



NOTE: In cases where survey respondents noted that the CEO is a member of a religious community and, as such, contributes his/her services, the reported salary was excluded from these analyses.

The CEOs of systems are analyzed separately on page 15.

CHIEF EXECUTIVE OFFICERS OF ALL TWO-YEAR COLLEGES
(By Enrollment)

PUBLIC

ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 1,000	707	56	$47.3	$39.9	$45.0	$53.8
1,000 - 2,499	1,692	131	51.9	46.5	51.4	56.0
2,500 - 4,999	3,439	89	57.4	52.8	56.8	61.0
5,000 - 7,499	5,860	31	59.0	52.2	56.6	63.0
7,500 - 12,499	9,569	30	64.4	61.1	63.8	65.0
12,500 and Over	16,998	20	65.4	62.0	65.5	68.7
	3,855	357	$55.0	$48.8	$55.0	$60.2

PRIVATE, INDEPENDENT

ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 1,500	656	19	$49.4	$41.5	$46.0	$55.3
	656	19	$49.4	$41.5	$46.0	$55.3

PRIVATE, RELIGIOUS-AFFILIATED

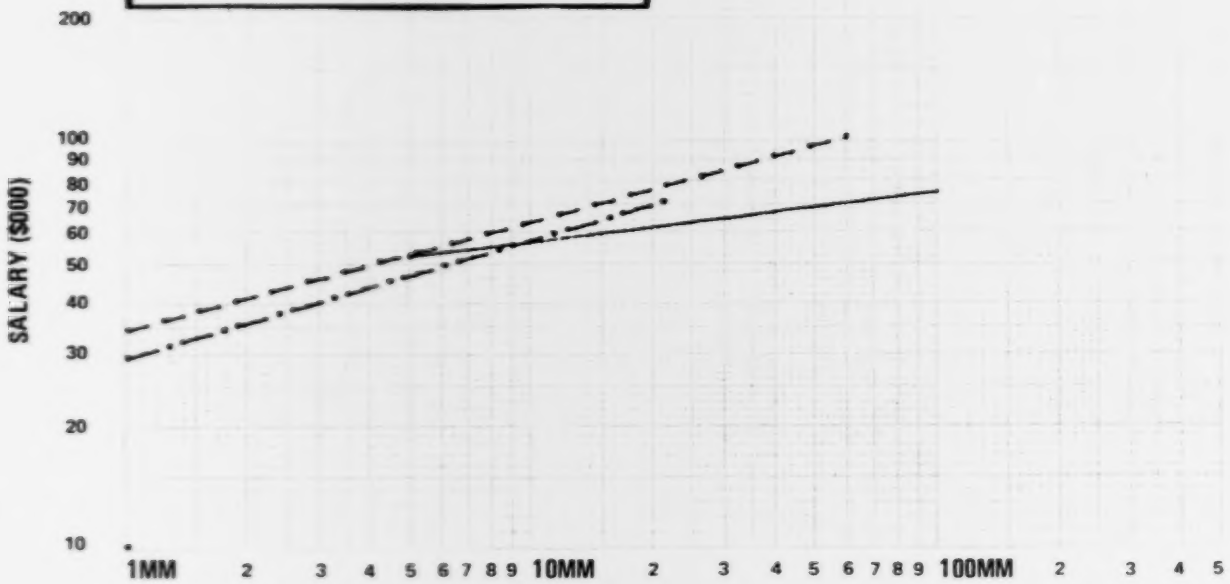
ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 1,000	460	16	$37.7	$30.0	$37.1	$41.3
	460	16	$37.7	$30.0	$37.1	$41.3

Chief Executive Officers of All Four-Year Colleges

The following charts show salaries as related to total operating budget.

In general, CEOs of independent private colleges are paid higher salaries than their counterparts in religious-affiliated and public colleges.

LEGEND			
Type/Trend Line		Coefficient of Correlation	Standard Error
Public	———	.59	1.14
Private Independent	- - - - - -	.69	1.26
Private Religious	-.-.-.-	.64	1.24



NOTE: In cases where survey respondents noted that the CEO is a member of a religious community and, as such, contributes his/her services, the reported salary was excluded from these analyses.

The number of systems which participated is insufficient for a separate analysis.

CHIEF EXECUTIVE OFFICERS OF ALL FOUR-YEAR COLLEGES
(By Operating Budget)

PUBLIC

OPERATING BUDGET ($ Millions)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than $5.0	$ 3.3	5	$52.2	$47.0	$51.9	$57.7
$ 5.0 - $ 9.9	8.3	23	53.2	48.3	55.8	59.1
10.0 - 24.9	15.1	39	60.6	55.9	60.4	64.9
25.0 - 49.9	31.0	16	64.4	61.5	64.4	66.6
50.0 and Over	79.4	6	74.1	65.9	68.3	85.8
	$19.9	89	$59.8	$55.3	$60.0	$64.9

PRIVATE, INDEPENDENT

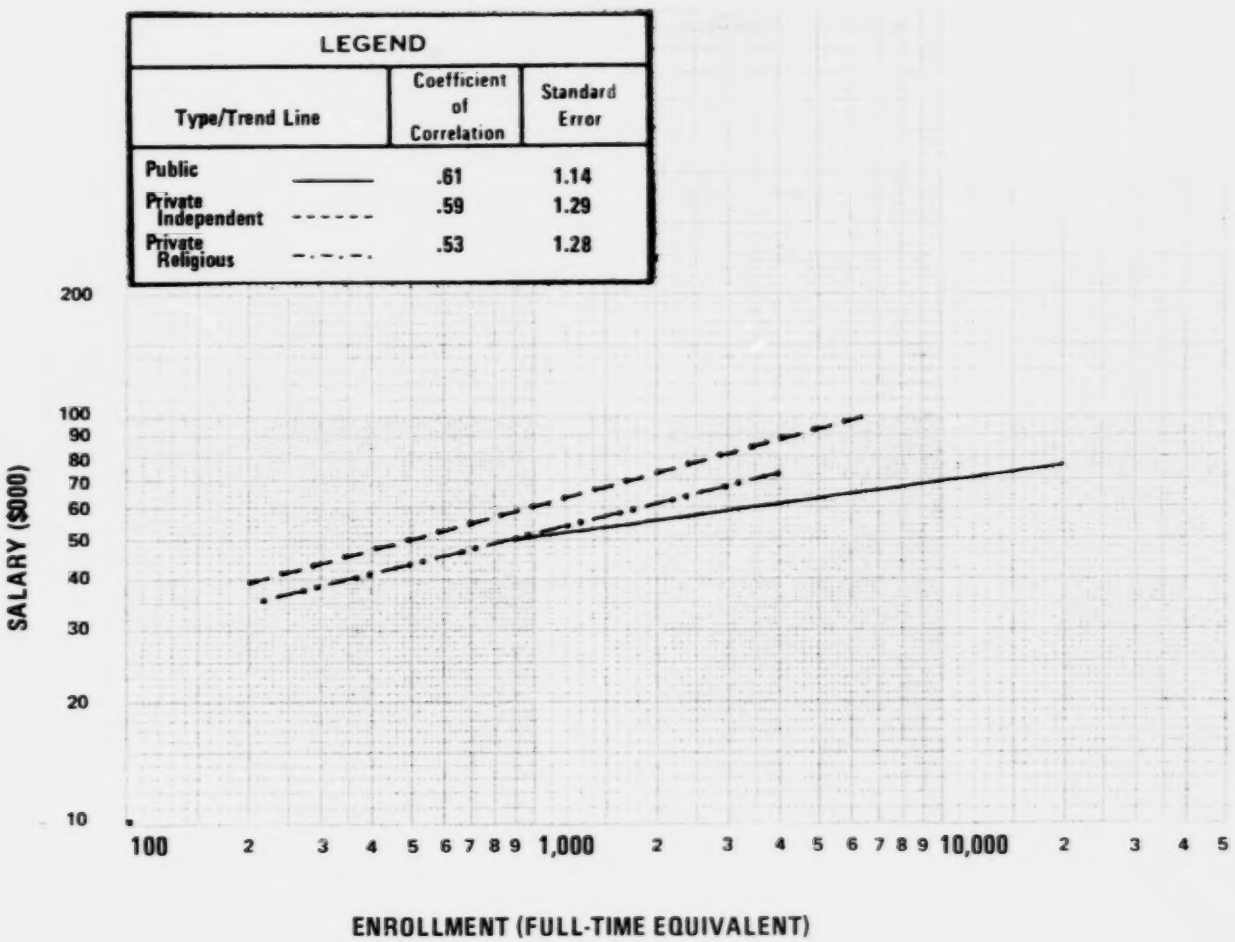
OPERATING BUDGET ($ Millions)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than $5.0	$ 3.3	48	$47.7	$37.7	$45.9	$55.0
$ 5.0 - $ 9.9	7.2	56	58.9	50.3	60.0	65.3
10.0 - 24.9	14.7	61	71.3	62.8	70.0	83.3
25.0 and Over	30.4	22	86.5	75.5	85.0	90.0
	$11.8	187	$63.3	$50.0	$61.8	$76.3

PRIVATE, RELIGIOUS-AFFILIATED

OPERATING BUDGET ($ Millions)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than $5.0	$ 3.3	55	$41.6	$36.2	$41.0	$47.3
$ 5.0 - $ 9.9	7.1	90	52.1	45.0	51.5	57.8
10.0 and Over	14.1	55	63.7	54.8	63.0	70.0
	$ 7.9	200	$52.3	$42.8	$50.1	$60.5

Chief Executive Officers of All Four-Year Colleges (Continued)

When total full-time equivalent enrollment is used as the size measure the relationship to salary is similar to that shown for operating budget.



NOTE: In cases where survey respondents noted that the CEO is a member of a religious community and, as such, contributes his/her services, the reported salary was excluded from these analyses.

The number of systems which participated is insufficient for a separate analysis.

CHIEF EXECUTIVE OFFICERS OF ALL FOUR-YEAR COLLEGES
(By Enrollment)

PUBLIC

ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 999	851	4	$50.6	--	--	--
1,000 - 2,499	1,873	32	55.3	$49.1	$56.8	$61.1
2,500 - 4,999	3,531	26	59.9	55.0	60.8	64.9
5,000 - 7,499	6,046	17	64.8	61.5	64.9	67.5
7,500 and Over	13,300	10	69.2	64.0	66.4	72.7
	4,393	89	$59.8	$55.3	$60.0	$64.9

PRIVATE, INDEPENDENT

ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 999	595	75	$53.4	$40.9	$54.2	$64.5
1,000 - 2,499	1,513	97	67.2	55.2	66.0	80.0
2,500 - 4,999	3,207	11	84.1	79.0	84.0	90.0
5,000 and Over	5,792	4	98.9	--	--	--
	1,336	187	$63.3	$50.0	$61.8	$76.3

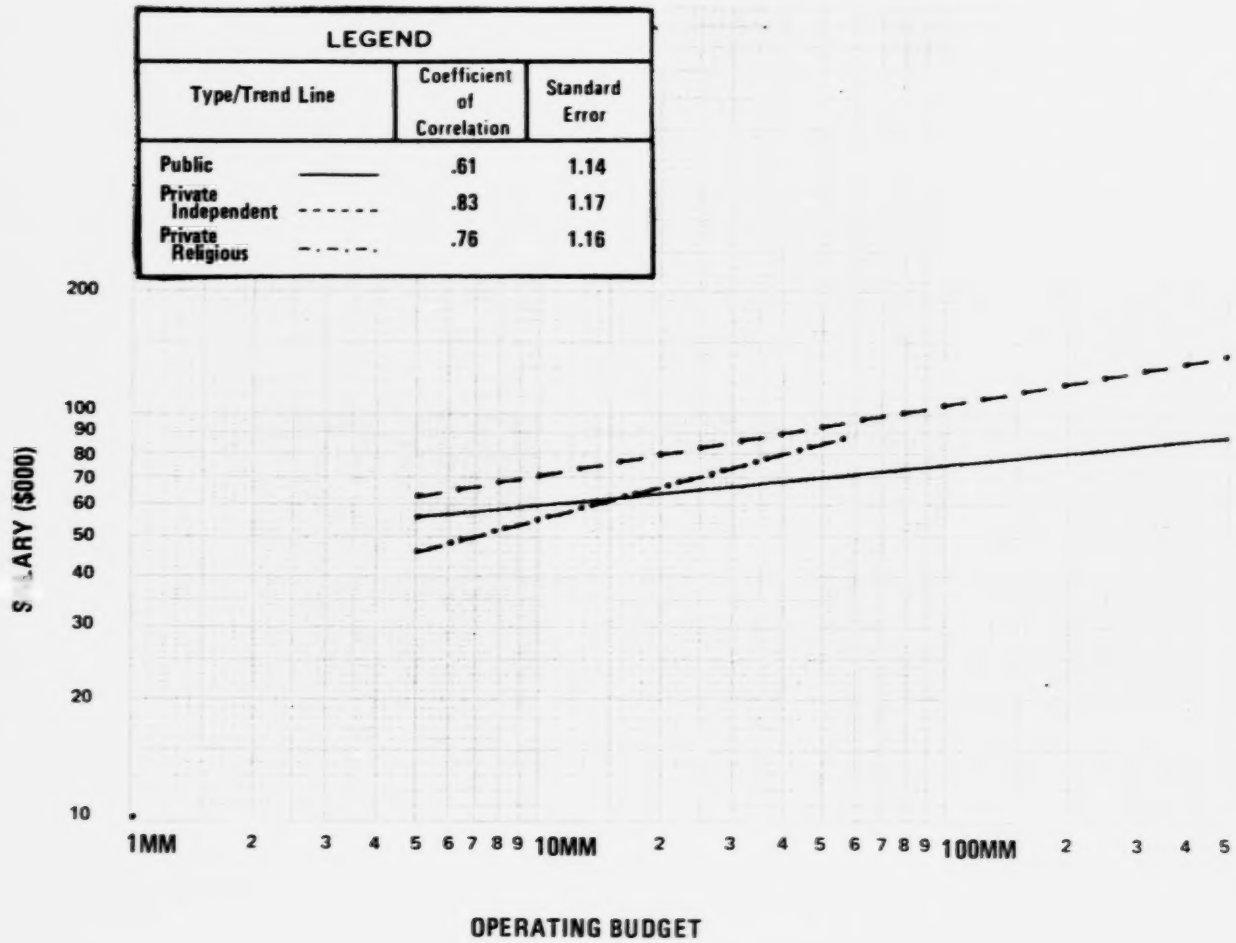
PRIVATE, RELIGIOUS-AFFILIATED

ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 999	643	104	$45.9	$39.8	$45.0	$50.1
1,000 - 2,499	1,495	84	58.5	52.0	57.8	65.0
2,500 and Over	3,212	12	63.8	53.5	60.6	71.8
	1,155	200	$52.3	$42.8	$50.1	$60.5

Chief Executive Officers of All Universities

The following charts show salaries as related to operating budget.

The trend lines show that an increase in the size of private institutions relates to significantly higher salaries as compared to public institutions.



NOTE: In cases where survey respondents noted that the CEO is a member of a religious community and, as such, contributes his/her services, the reported salary was excluded from these analyses.

The CEOs of systems are analyzed separately on page 16.

CHIEF EXECUTIVE OFFICERS OF ALL UNIVERSITIES
(By Operating Budget)

PUBLIC

OPERATING BUDGET ($ Millions) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than $10.0	$ 7.5	7	$ 58.7	$ 50.6	$ 57.1	$ 60.2
$ 10.0 - $24.9	18.5	29	66.1	58.6	65.9	73.4
25.0 - 49.9	35.8	42	65.4	60.0	66.2	70.3
50.0 - 99.9	66.3	32	72.6	67.8	72.0	79.7
100.0 and Over	256.5	29	83.5	73.4	81.3	85.6
	$ 83.8	139	$ 70.7	$ 63.3	$ 70.0	$ 78.3

PRIVATE, INDEPENDENT

OPERATING BUDGET ($ Millions) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than $10.0	$ 5.5	8	$ 60.2	$ 46.5	$ 62.9	$ 72.8
$ 10.0 - $24.9	16.8	11	81.3	71.0	85.6	90.5
25.0 - 49.9	36.2	14	86.3	75.0	85.0	93.0
50.0 - 99.9	67.6	4	92.9	--	--	--
100.0 and Over	315.0	11	123.8	110.0	130.0	140.0
	$ 93.2	48	$ 90.0	$ 72.8	$ 85.3	$102.5

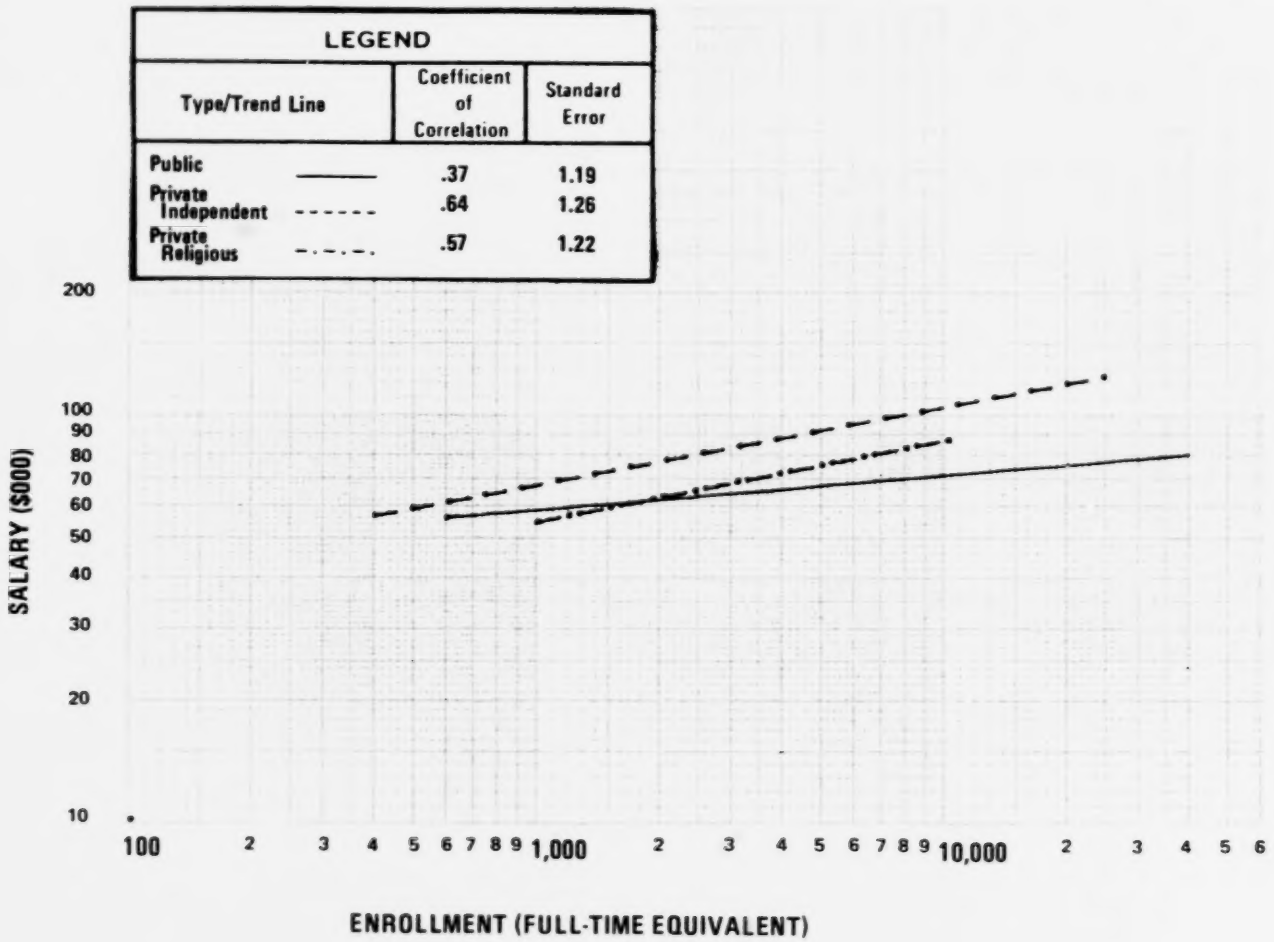
PRIVATE, RELIGIOUS-AFFILIATED

OPERATING BUDGET ($ Millions) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than $25.0	$ 17.0	16	$ 62.4	$ 52.4	$ 63.7	$ 70.5
$ 25.0 - $49.9	33.4	6	80.9	79.5	83.5	85.4
50.0 and Over	63.9	6	91.7	84.5	87.5	103.0
	$ 30.6	28	$ 72.7	$ 61.4	$ 71.3	$ 84.8

Chief Executive Officers of All Universities (Continued)

The following charts show an analysis of salary levels using full-time equivalent enrollment as the size measure.

The relationship among the three types of institutions is similar to that shown for operating budget.



NOTE: In cases where survey respondents noted that the CEO is a member of a religious community and, as such, contributes his/her services, the reported salary was excluded from these analyses.

The CEOs of systems are analyzed separately on page 17.

CHIEF EXECUTIVE OFFICERS OF ALL UNIVERSITIES
(By Enrollment)

PUBLIC

ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 2,500	1,569	11	$ 61.9	$ 50.6	$ 59.0	$ 66.1
2,500 - 4,999	3,770	19	70.6	57.3	67.0	79.5
5,000 - 7,499	6,102	33	66.0	58.8	66.1	71.6
7,500 - 12,499	9,748	39	70.8	65.1	68.0	73.9
12,500 and Over	19,959	37	77.4	70.3	78.5	84.0
	10,136	139	$ 70.7	$ 63.3	$ 70.0	$ 78.3

PRIVATE, INDEPENDENT

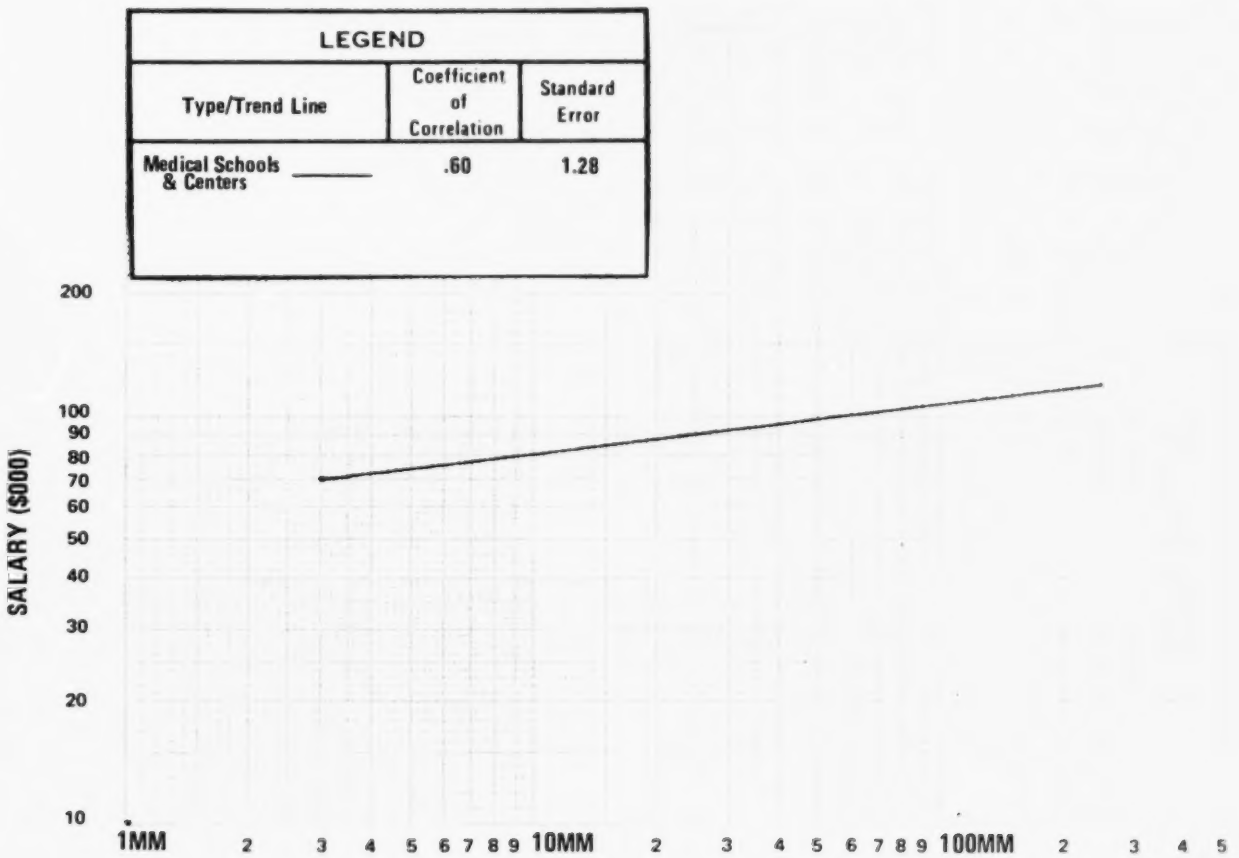
ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 1,000	618	5	$ 63.3	$ 48.5	$ 65.8	$ 76.8
1,000 - 2,499	1,781	10	73.5	64.2	74.7	90.0
2,500 - 4,999	3,826	15	85.8	75.0	85.0	92.4
5,000 - 7,499	6,276	7	100.9	82.5	90.0	118.0
7,500 - 12,499	9,007	5	104.4	73.4	115.0	130.0
12,500 and Over	19,235	6	125.2	105.0	128.0	150.0
	5,889	48	$ 90.0	$ 72.8	$ 85.3	$102.5

PRIVATE, RELIGIOUS-AFFILIATED

ENROLLMENT (F.T.E.) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than 2,500	1,744	7	$ 59.4	$ 47.2	$ 56.2	$ 65.0
2,500 - 4,999	3,424	11	69.4	62.8	66.0	76.5
5,000 and Over	8,191	10	85.8	82.0	85.2	90.0
	4,707	28	$ 72.7	$ 61.4	$ 71.3	$ 84.8

Chief Executive Officers of Medical Schools and Centers

The following charts show salary levels for CEOs of medical schools and centers using operating budget as the size measure.

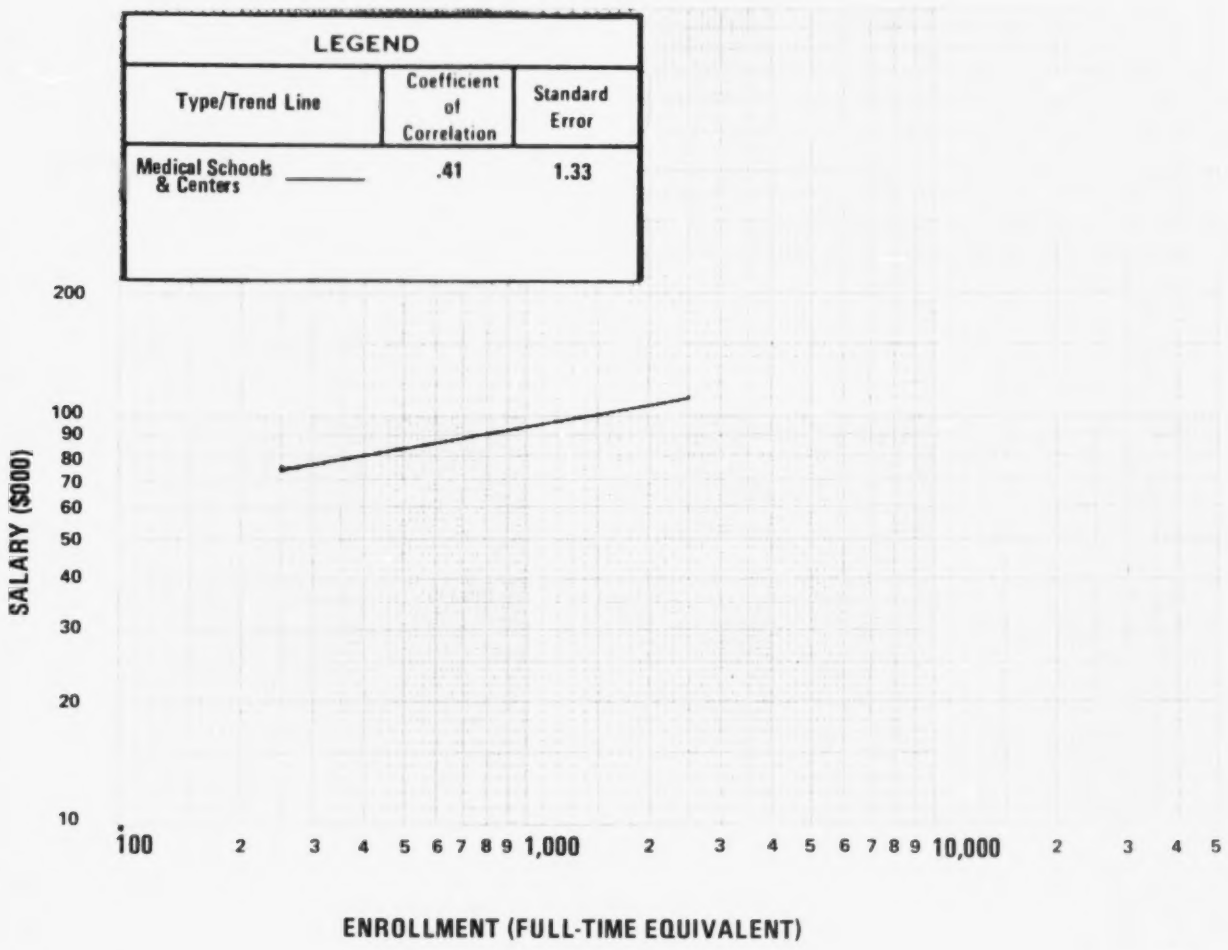


OPERATING BUDGET ($ Millions) Range	Average	NUMBER	SALARY ($ THOUSANDS) Average Salary	Percentiles 25th	50th	75th
Less than $50.0	$ 15.3	10	$ 86.6	$66.0	$77.8	$ 97.8
$50.0 and Over	160.3	7	109.3	84.0	92.0	127.1
	$ 75.0	17	$ 95.9	$74.3	$84.0	$117.6

NOTE: Included in this category are medical, dental, optometry, and podiatry.

Chief Executive Officers of Medical Schools and Centers (Continued)

The following charts show an analysis using enrollment as the size measure.

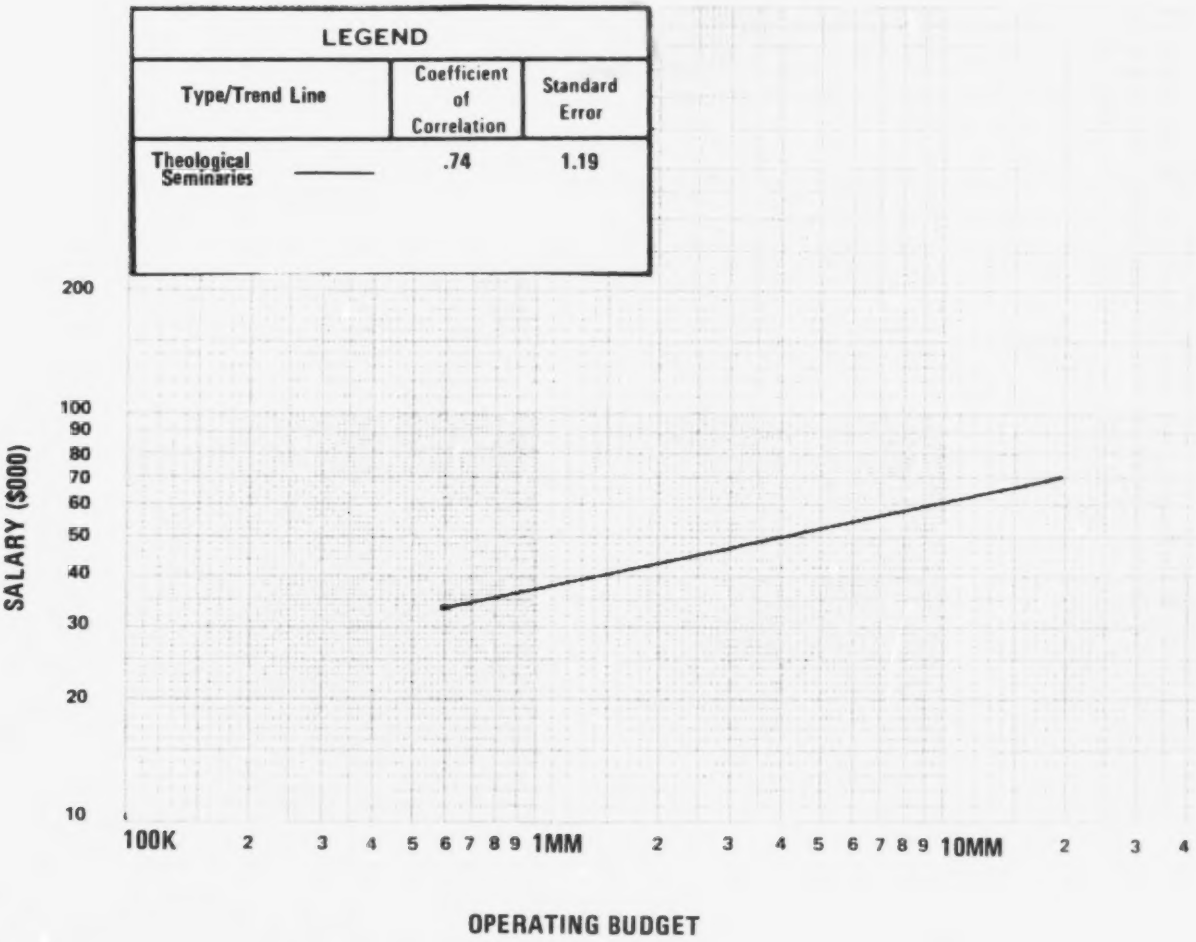


ENROLLMENT (F.T.E.)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than 1,000	520	11	$ 86.2	$66.0	$ 78.5	$ 97.8
1,000 and Over	1,841	6	113.8	86.5	100.0	127.1
	987	17	$ 95.9	$74.3	$ 84.0	$117.6

NOTE: Included in this category are medical, dental, optometry, and podiatry.

Chief Executive Officers of Theological Seminaries

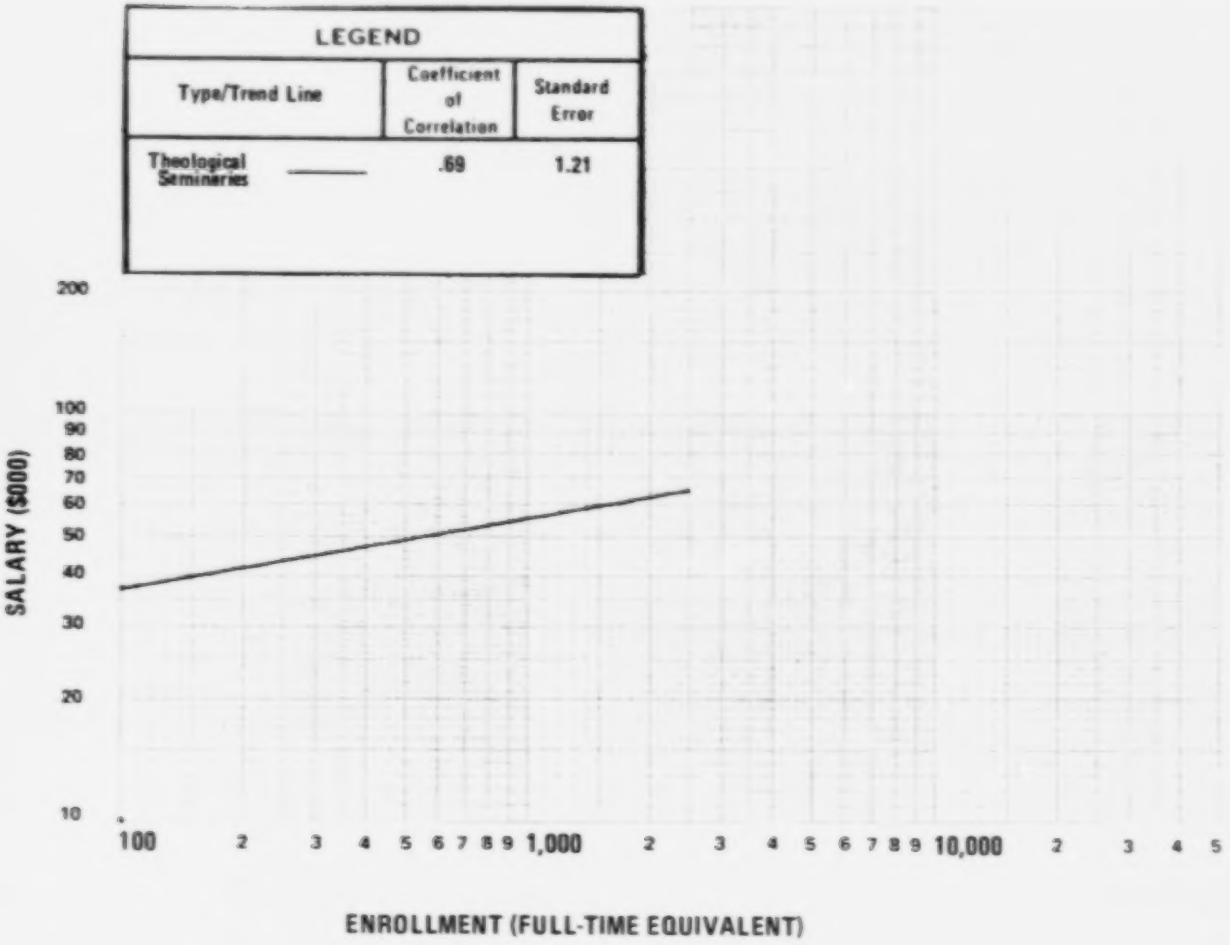
The following charts show salary levels in theological seminaries using operating budget as the size measure.



OPERATING BUDGET ($ Millions)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than $1.0	$ 0.6	9	$31.3	$25.7	$32.5	$37.1
$1.0 - $4.9	2.1	42	39.7	34.7	42.0	47.5
5.0 and Over	10.8	8	61.6	59.0	61.2	65.0
	$ 3.0	59	$41.4	$33.8	$42.0	$49.5

Chief Executive Officers of Theological Seminaries (Continued)

The charts below show an analysis of salary levels using enrollment as the size measure.



ENROLLMENT (F.T.E.)			SALARY ($ THOUSANDS)			
			Average	Percentiles		
Range	Average	NUMBER	Salary	25th	50th	75th
Less than 100	67	15	$32.6	$25.8	$32.5	$40.2
100 - 999	261	38	42.3	35.0	43.5	48.9
1,000 and Over	1,604	6	58.1	55.7	59.0	62.4
	348	59	$41.4	$33.8	$42.0	$49.5

FOUNDATION FUNDING

Overall, only 3 percent of the Chief Executives report that a portion of their salary is provided through institutional foundation funding. This practice is more common among larger institutions and universities, where 10 percent of the Chief Executive Officers receive part of their salary through foundation funding.

OTHER INCOME

Forty-three percent of the CEOs surveyed report income from other sources such as directorships, consulting, and lectures. Consulting activities appear to be common among CEOs of most types of institutions. Directorships are most prevalent among university CEOs (38 percent). The following chart shows the prevalence of each type of income.

OTHER INCOME

	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
SOURCE	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
Directorships	9%	24%	38%	25%	4%	11%	20%
Lecture Fees	13	27	22	--	36	17	21
Consulting	22	20	24	30	10	25	21
Any/All Sources*	29%	49%	56%	45%	41%	33%	43%

*Many CEOs report income from more than one of these sources; therefore, this figure is not the sum of each income type.

The overwhelming majority (97 percent) of those reporting these sources of income are not restricted with regard to the total amount they can earn.

CONTRACTS

Seventy-five percent of the Chief Executives surveyed have contractual agreements. As shown below, contracts are the majority practice in all size groupings and types of institutions, although they are less prevalent among larger institutions.

PREVALENCE OF CONTRACTS FOR CHIEF EXECUTIVE OFFICERS

OPERATING BUDGET ($ Millions)	PERCENT OF INSTITUTIONS
Less than $5.0	81%
$ 5.0 - $ 9.9	78
10.0 - 24.9	74
25.0 - 49.9	70
50.0 - 99.9	65
100.0 and Over	53
ALL INSTITUTIONS	75%

CLASSIFICATION	
Two-Year Colleges	84%
Four-Year Colleges	73
Universities	63
Medical Schools	60
Theological Seminaries	83
Other	56

The majority of contractual agreements are formal written contracts or letters of agreement. Nineteen percent of the Chief Executives are retained by Board resolution and 5 percent have oral agreements only.

TYPES OF CONTRACTUAL AGREEMENTS

TYPE	PERCENT OF CONTRACTS
Formal written contract	49%
Letter of agreement	27
Retained by Board resolution	19
Oral agreement only	5
	100%

The terms of the agreements vary from one to five years. Twenty-three percent of the contracts do not specify a time frame.

TERM OF CONTRACTUAL AGREEMENT	
TERM	PERCENT OF CONTRACTS
1 year	33%
2 to 3 years	26
4 to 5 years	16
Indefinite	23
Other	2
	100%

PERFORMANCE REVIEWS

Fifty-five percent of the Chief Executives surveyed are provided a formal performance review. Practices vary widely with regard to the frequency and formality of these reviews. Just over half are reviewed annually while many are reviewed every four to five years or at the pleasure of the Board.

FREQUENCY OF PERFORMANCE REVIEWS FOR CHIEF EXECUTIVE OFFICERS	
FREQUENCY	PERCENT OF REVIEWS
Annually	57%
Every 2 to 3 years	12
Every 4 to 5 years	14
At the pleasure of the Board	11
At the end of contract term	6
	100%

TENURE POLICY

The majority (74 percent) of Chief Executives are not tenured. Roughly two-thirds were hired from outside their institutions (please refer to page 9) and only 16 percent of those were granted tenure upon assuming their duties. Of the Chief Executives promoted from within their institutions, less than half (46 percent) were tenured faculty members before their promotions. Only 6 percent of those who were not tenured were granted tenure as a result of their promotions.

Among those formerly tenured, the majority respond that tenure will be reinstated when their term of office expires, and their salary will revert to faculty pay scales when they resume teaching duties.

HOUSING

Residences Provided

Fifty-three percent of the institutions provide residences for their Chief Executives. This practice is far less prevalent among two-year schools and smaller schools than among the other groups. The majority (87 percent) of the institutions which provide residences require occupancy.

RESIDENCES PROVIDED TO CHIEF EXECUTIVE OFFICERS

OPERATING BUDGET ($ Millions)	PERCENT OF INSTITUTIONS
Less than $5.0	38%
$ 5.0 - $ 9.9	33
10.0 - 24.9	60
25.0 - 49.9	60
50.0 - 99.9	70
100.0 and Over	68
ALL INSTITUTIONS	53%

CLASSIFICATION	
Two-Year Colleges	20%
Four-Year Colleges	73
Universities	76
Medical Schools	32
Theological Seminaries	62
Others	26

Some institutions provide housing assistance in addition to a residence. Thirty percent of the institutions surveyed provide maintenance; 29 percent provide utilities; 24 percent provide household staff; and 17 percent give the CEO an allowance for remodeling. As shown below, these extras are more prevalent among larger schools.

HOUSING ASSISTANCE

OPERATING BUDGET ($ Millions)	PERCENT OF INSTITUTIONS WHICH PROVIDE			
	Maintenance	Utilities	Household Staff	Remodeling Allowance
Less than $5.0	20%	18%	12%	9%
$ 5.0 - $ 9.9	26	26	19	17
10.0 - 24.9	34	36	31	20
25.0 - 49.9	38	37	35	23
50.0 - 99.9	45	39	39	26
100.0 and Over	42	39	38	26
ALL INSTITUTIONS	30%	29%	24%	17%
CLASSIFICATION				
Two-Year Colleges	11%	10%	5%	7%
Four-Year Colleges	40	40	31	22
Universities	47	44	46	29
Medical Schools	21	21	16	5
Theological Seminaries	26	25	19	12
Others	17	17	14	14

Other Assistance

Thirteen percent of the CEOs not living in an institution-provided residence are given an allowance towards the purchase of a home; 4 percent are given a subsidy to reduce their mortgage interest costs. Two percent receive an allowance toward property taxes; less than 1 percent receive full reimbursement.

Five percent of the CEOs not living in an institution-provided residence receive an allowance toward rent; less than 1 percent receive full payment.

As shown in the following chart, two-year schools tend to provide assistance less frequently than other institutions.

OTHER FORMS OF HOUSING ASSISTANCE				
	PERCENT OF INSTITUTIONS NOT PROVIDING RESIDENCES WHICH PAY			
CLASSIFICATION	Allowance Toward Home Purchase	Subsidy to Reduce Mortgage Interest	Allowance Toward Property Taxes	Allowance Toward Rent
Two-Year Colleges	8%	2%	1%	3%
Four-Year Colleges	21	7	3	10
Universities	22	7	4	7
Medical Schools	31	8	8	--
Theological Seminaries	11	11	4	4
Others	--	--	--	8
ALL INSTITUTIONS	13%	4%	2%	5%

CARS

Ninety-one percent of the CEOs receive some type of assistance. Practices vary widely among the various groups of institutions as shown in the chart below. CEOs of two-year institutions are less likely to have many of the benefits (e.g., a personal car, a driver) than their counterparts at larger four-year colleges and universities.

CARS							
	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
Personal car provided	48%	69%	62%	55%	44%	38%	58%
Pool car assigned to CEO	20	15	24	20	9	14	18
Unassigned pool car available as needed	6	3	4	--	4	17	5
Operating expenses (fuel and maintenance)	31	50	47	40	32	28	41
Allowance toward operating expenses	16	8	7	10	19	13	11
Option to purchase	2	3	1	5	1	--	2
Driver provided as needed	2	11	23	11	--	3	9
Provision for one or more of the above	89%	93%	95%	85%	78%	81%	91%

ENTERTAINMENT AND TRAVEL EXPENSES

Local Entertainment

The majority (86 percent) of all types of institutions reimburse the Chief Executive for expenses incurred in local entertaining, though CEOs of two-year institutions are less likely to receive these benefits. About half of all institutions provide campus facilities for entertaining and many also provide staff as needed.

LOCAL ENTERTAINMENT EXPENSES

	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
Reimbursement for actual out-of-pocket expenses	48%	68%	65%	75%	72%	40%	61%
Fixed allowance for business entertainment	24	34	30	30	33	20	29
Unrestricted expense account	5	13	17	15	12	14	11
Use of campus facilities	23	65	69	45	45	31	50
Use of institution staff	18	64	61	45	39	26	46
Provision for one or more of the above	70%	96%	93%	95%	94%	51%	86%

Business Travel and Entertainment

Almost all (98 percent) of the institutions provide some type of reimbursement for expenses incurred in business or professional travel and entertainment. Most often, CEOs are reimbursed for actual out-of-pocket expenses.

Other travel benefits such as first-class air travel, reimbursement for spouses' travel expenses, or memberships in airline clubs are provided less frequently to CEOs of two-year schools than to other groups.

BUSINESS TRAVEL/ENTERTAINMENT EXPENSES							
	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
Reimbursement for actual out-of-pocket expenses	72%	80%	78%	85%	78%	61%	76%
Separate travel allowance	19	29	20	10	38	22	24
Per diem allowance	25	12	25	25	--	25	18
Unrestricted expense account	5	12	13	15	15	11	10
Reimbursement of expenses for:							
Spouse	3	30	26	25	7	11	19
Spouse and children	*	*	1	--	--	--	*
Airline VIP club	2	16	15	15	18	14	11
First-class air travel	7	10	13	15	6	8	10
Use of institution's aircraft	1	2	12	5	1	8	4
Provision for one or more of the above	98%	99%	98%	100%	100%	92%	98%

*Less than 1 percent.

ASSISTANCE FOR SPOUSE

Twenty-four percent of the institutions surveyed provide some type of assistance to the spouses of Chief Executives. Assistance is typically in the form of staff and facilities for entertaining. As shown in the following chart, universities are the most likely to provide assistance.

ASSISTANCE FOR CHIEF EXECUTIVE OFFICER'S SPOUSE				
	PERCENT OF			
ASSISTANCE	Two Year	Four Year	Univ	All Institutions
Staff/facilities for entertaining	5%	30%	40%	22%
Secretarial staff as needed	2	7	15	7
Remuneration for full-time involvement in institution's affairs	*	2	2	1
Provision for one or more of the above	5%	31%	44%	24%

*Less than 1 percent.

MEMBERSHIPS

Almost three-quarters of the institutions surveyed provide memberships in clubs and/or professional associations to their Chief Executives. Professional memberships are provided more frequently than memberships in private/"social" clubs.

CLUB MEMBERSHIPS

	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
Professional associations/societies	53%	65%	48%	74%	55%	65%	57%
Luncheon club	12	28	29	16	31	27	23
Country club	9	25	30	21	3	3	19
Other private club	5	29	36	26	13	27	21
Health club	1	2	1	5	1	3	2
Provision for one or more of the above	59%	81%	74%	84%	73%	73%	72%

TUITION ASSISTANCE

Approximately half of the CEOs report that their institutions provide tuition assistance to their dependent children. Most of these institutions provide full tuition at their own institution, but do not extend this to cover tuition at other institutions. Almost all of the institutions offer the same level of benefits to spouses.

The following chart shows the prevalence of benefits provided to the children of CEOs (the benefits offered to spouses follow the same patterns and are, therefore, not shown here).

TUITION ASSISTANCE FOR CHIEF EXECUTIVE OFFICERS' CHILDREN							
	PERCENT OF CHIEF EXECUTIVE OFFICERS IN						
	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
NOT PROVIDED	44%	21%	41%	55%	29%	57%	36%
NOT APPLICABLE	14	14	12	--	36	23	13
TUITION AT CEO'S INSTITUTION							
Full tuition	35%	55%	31%	25%	26%	11%	41%
50 percent or more	6	9	11	10	7	9	8
Less than 50 percent	1	1	5	10	2	--	2
	42%	65%	47%	45%	35%	20%	51%
TUITION AT OTHER INSTITUTIONS							
Full tuition	2	11	2	10	10	--	6
50 percent or more	1	4	6	5	7	--	4
Less than 50 percent	1	5	1	10	8	3	3
Amount equivalent to benefit at CEO's institution	1	11	4	--	3	--	5
	5%	31%	13%	25%	28%	3%	18%

RELOCATION ASSISTANCE

Ninety-four percent of the CEOs who relocated received some assistance in moving their household effects; the majority reported that their expenses were paid in full.

Half of the institutions also paid at least part of family travel expenses when applicable.

RELOCATION ASSISTANCE

	PERCENT OF CHIEF EXECUTIVE OFFICERS*						
	Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
HOUSEHOLD MOVING EXPENSES							
Paid in full	59%	82%	81%	71%	100%	63%	75%
Partially paid	29	15	17	29	--	26	19
	88%	97%	98%	100%	100%	89%	94%
TRAVEL EXPENSES FOR FAMILY							
Paid in full	20	42	43	43	54	21	37
Partially paid	14	13	14	21	--	26	13
	34%	55%	57%	64%	54%	47%	50%

*This chart shows prevalence among CEOs who relocated; 54 percent of CEOs surveyed relocated.

Only 2 percent of the institutions provided financial assistance toward the loss on the sale of a previous residence or the cancellation of a lease. (Thirty-one percent report that they did not incur this expense; 67 percent report that the institution made no provision.)

Very few institutions (4 percent) provided employment assistance to the CEO's spouse. (Thirty-three percent indicate that this did not apply; 63 percent report that the institution did not assist.)

RETIREMENT PROGRAMS

Ninety-one percent of the institutions contribute toward the Chief Executive's retirement. Contributions are typically equivalent to between 5 and 11 percent of the CEO's salary; the average is 9.3 percent. A somewhat lower proportion of the institutions, 64 percent, require the CEO to contribute a percentage of salary toward the retirement plan. These amounts are typically between 5 and 7 percent of salary; the average is 5.6 percent.

RETIREMENT PROGRAMS FOR CHIEF EXECUTIVE OFFICERS

CONTRIBUTIONS BY INSTITUTIONS

PERCENT OF CEO'S SALARY	PERCENT OF Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
NO CONTRIBUTION	11%	8%	7%	--	13%	6%	9%
Less than 5.0%	6	5	1	10	8	--	5
5.0 - 6.9%	19	26	18	10	8	20	21
7.0 - 8.9	26	14	21	30	11	26	20
9.0 - 10.9	16	21	22	5	18	21	19
11.0 - 12.9	10	12	12	5	7	9	11
13.0 - 14.9	6	3	5	15	11	9	5
15.0% and above	6	11	14	25	24	9	10
	100%	100%	100%	100%	100%	100%	100%

REQUIRED CONTRIBUTIONS BY CEOs

PERCENT OF CEO'S SALARY	PERCENT OF Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
NO CONTRIBUTION	29%	41%	30%	30%	80%	28%	36%
Less than 5.0%	10	15	11	20	3	6	12
5.0 - 6.9%	33	39	43	40	14	43	36
7.0 - 8.9	26	3	14	--	--	20	13
9.0% and above	2	2	2	10	3	3	3
	100%	100%	100%	100%	100%	100%	100%

In addition to the basic benefits, half of the institutions surveyed provide a supplemental retirement income plan to CEOs. Typically, these supplemental plans are TIAA SRA.

SUPPLEMENTAL RETIREMENT INCOME PLANS

TYPE OF PLAN	PERCENT OF CHIEF EXECUTIVE OFFICERS IN Two Year	Four Year	Univ	Med	Theol	Other	All Institutions
TIAA SRA	20%	43%	45%	55%	18%	23%	34%
Separate tax-sheltered annuity (not standard TIAA)	17	15	28	15	11	14	18
Other plan	7	6	14	15	10	6	8
TOTAL WITH PLANS*	37%	56%	66%	75%	33%	37%	50%

*Some institutions provide more than 1 plan.

VACATIONS

Vacations for Chief Executives range from two to six weeks with the most common length being four weeks. The four-week vacation is the majority practice at all types and sizes of institutions.

Over 90 percent of the institutions reported that the CEO's annual vacation does not exceed the maximum vacation granted to administrative staff.

VACATIONS FOR CHIEF EXECUTIVE OFFICERS

LENGTH	PERCENT OF CHIEF EXECUTIVE OFFICERS
2 weeks	2%
3 weeks	15
4 weeks	69
5 weeks	10
6 weeks	4
	100%

SABBATICALS

Twenty-seven percent of the institutions surveyed provide sabbaticals to their CEOs. Eligibility requirements vary from one year and less (1 percent of CEOs) to ten years and more (2 percent of CEOs). Most often, CEOs are eligible for sabbaticals after five to seven years.

The length of sabbaticals vary widely from one month to 15 months duration. The following chart shows a summary of overall practices.

SABBATICALS FOR CHIEF EXECUTIVE OFFICERS

LENGTH	PERCENT OF SABBATICALS
3 months or less	20%
4 - 6 months	39
7 - 12 months	41
13 - 15 months	*
	100%

*Less than 1 percent.

LEAVES OF ABSENCE

The majority of institutions do not grant leaves of absence to their CEOs except for those granted for personal or medical reasons.

LEAVES OF ABSENCE FOR CHIEF EXECUTIVE OFFICERS

PURPOSE	PERCENT OF INSTITUTIONS WHICH GRANT	
	Paid Leaves	Unpaid Leaves
Personal/medical	50%	7%
Extended study/research	9	8
Government/public appointments	6	9

INVOLUNTARY SEPARATION POLICIES

Only 16 percent of the institutions provide severance pay. Of these, 43 percent determine the duration at the time of separation. Twenty-six percent provide severance for up to 6 months; 25 percent for up to 12 months; and 6 percent extend severance beyond 1 year.

Eleven percent of all institutions continue medical benefits coverage. Typical time periods are 1 month, 6 months, and 12 months. The average duration is 8 months. Even fewer institutions continue life insurance coverage (8 percent) and long-term disability coverage (6 percent). Typical time periods are similar to those for medical benefits.

Outplacement assistance is provided by approximately 3 percent of all institutions surveyed.

OTHER BENEFITS

Additional benefits provided to CEOs are listed below. The most common are supplemental life insurance and supplemental long-term disability coverage. (The prevalence of the various extras do not appear to relate to institution type or size; overall prevalence is shown.)

ADDITIONAL BENEFITS FOR CHIEF EXECUTIVE OFFICERS

BENEFIT	PERCENT OF INSTITUTIONS
Supplemental Life Insurance	61%
Supplemental Long-Term Disability	44
Personal Liability Insurance	19
Annual Physical Examination	15
Supplemental Medical Coverage (reimbursement of medical/dental expenses in excess of basic plan)	9
Vision Care	10
Psychiatric Care	8
Financial/Legal Counseling	6
Interest-Free Loans	3

FOUNDATION FUNDING

Overall, 8 percent of the institutions report that executive benefits are at least partially provided through institutional foundation funding. This practice is significantly more common among larger schools, as shown in the following chart. (Please refer to page 34 for the prevalence of foundation funding of base salary.)

FOUNDATION FUNDING FOR CHIEF EXECUTIVE OFFICER'S BENEFITS

OPERATING BUDGET ($ Millions)	PERCENT OF INSTITUTIONS
Less than $5.0	2%
$ 5.0 - $ 9.9	4
10.0 - 24.9	5
25.0 - 49.9	17
50.0 - 99.9	22
100.0 and Over	31
ALL INSTITUTIONS	8%

APPENDIX A: PARTICIPATING INSTITUTIONS

TWO-YEAR COLLEGES - PRIVATE INDEPENDENT

BACONE COLLEGE	MUSKOGEE	OK
BAY PATH JUNIOR COLLEGE	LONGMEADOW	MA
CAZENOVIA COLLEGE	CAZENOVIA	NY
COLLEGE OF GANADO	GANADO	AZ
DEAN JUNIOR COLLEGE	FRANKLIN	MA
ENDICOTT COLLEGE	BEVERLY	MA
HARCUM JUNIOR COLLEGE	BRYN MAWR	PA
HARTFORD COLLEGE FOR WOMEN	HARTFORD	CT
KEYSTONE JUNIOR COLLEGE	LA PLUME	PA
LACKAWANNA JUNIOR COLLEGE	SCRANTON	PA
LINCOLN COLLEGE	LINCOLN	IL
MAC CORMAC JUNIOR COLLEGE	CHICAGO	IL
MARION MILITARY INSTITUTE	MARION	AL
MITCHELL COLLEGE	NEW LONDON	CT
PAUL SMITH'S COLLEGE OF ARTS AND SCIENCE	PAUL SMITHS	NY
SOUTHERN SEMINARY JUNIOR COLLEGE	BUENA VISTA	VA
VALLEY FORGE MILITARY ACADEMY & JUNIOR COLLEGE	WAYNE	PA
VILLA JULIE COLLEGE	STEVENSON	MD
VILLA MARIA COLLEGE OF BUFFALO	BUFFALO	NY
WENTWORTH MILITARY ACADEMY	LEXINGTON	MO

TWO-YEAR COLLEGES - PRIVATE RELIGIOUS AFFILIATED

ANDERSON COLLEGE	ANDERSON	SC
BETHANY LUTHERAN COLLEGE	MANKATO	MN
DONNELLY COLLEGE	KANSAS CITY	KS
FELICIAN COLLEGE	CHICAGO	IL
LABOUREJUNIOR COLLEGE	BOSTON	MA
LEES JUNIOR COLLEGE	JACKSON	KY
LEES MCRAE COLLEGE	BANNER ELK	NC
LINDSEY WILSON COLLEGE	COLUMBIA	KY
MARTIN COLLEGE	PULASKI	TN
MATER DEI COLLEGE	OGDENSBURG	NY
MIDWAY COLLEGE	MIDWAY	KY
MONTREAT-ANDERSON COLLEGE	MONTREAT	NC
MOUNT ALOYSIUS JUNIOR COLLEGE	CRESSON	PA
PEACE COLLEGE	RALEIGH	NC
SPARTANBURG METHODIST COLLEGE	SPARTANBURG	SC
SPRINGFIELD COLLEGE IN ILLINOIS	SPRINGFIELD	IL
ST. CATHARINE COLLEGE	ST. CATHARINE	KY
ST. MARY'S COLLEGE OF O'FALLON	O'FALLON	MO
ST. PAUL'S COLLEGE	CONCORDIA	MO
WOOD JUNIOR COLLEGE	METHISTON	MS

TWO-YEAR COLLEGES - PUBLIC

ABRAHAM BALDWIN AGRICULTURAL COLLEGE	TIFTON	GA
ADIRONDACK COMMUNITY COLLEGE	GLENS FALLS	NY
AIMS COMMUNITY COLLEGE	GREELEY	CO
ALAMO COMMUNITY COLLEGE DISTRICT	SAN ANTONIO	TX
ALBANY JUNIOR COLLEGE	ALBANY	GA
ALLAN HANCOCK COLLEGE	SANTA MARIA	CA
ALLEGANY COMMUNITY COLLEGE	CUMBERLAND	MD
ALLEN COUNTY COMMUNITY JUNIOR COLLEGE	IOLA	KS
ALPENA COMMUNITY COLLEGE	ALPENA	MI
ALVIN COMMUNITY COLLEGE	ALVIN	TX
AMARILLO COLLEGE	AMARILLO	TX
AMERICAN RIVER COLLEGE	SACRAMENTO	CA
ANCHORAGE COMMUNITY COLLEGE	ANCHORAGE	AK
ANGELINA COLLEGE	LUFKIN	TX
ANNE ARUNDEL COMMUNITY COLLEGE	ARNOLD	MD
ANSON TECHNICAL COLLEGE	ANSONVILLE	NC
ARAPAHOE COMMUNITY COLLEGE	LITTLETON	CO
ARKANSAS STATE UNIVERSITY - BEEBE	BEEBE	AR
ASNUNTUCK COMMUNITY COLLEGE	ENFIELD	CT
ATLANTA JUNIOR COLLEGE	ATLANTA	GA
ATLANTIC COMMUNITY COLLEGE	MAYS LANDING	NJ
AUSTIN COMMUNITY COLLEGE	AUSTIN	TX
BAINBRIDGE JUNIOR COLLEGE	BAINBRIDGE	GA
BARSTOW COLLEGE	BARSTOW	CA
BAY DE NOC COMMUNITY COLLEGE	ESCANABA	MI
BEAUFORT COUNTY COMMUNITY COLLEGE	WASHINGTON	NC
BEE COUNTY COLLEGE	BEEVILLE	TX
BELMONT TECHNICAL COLLEGE	ST. CLAIRSVILLE	OH
BISMARCK JUNIOR COLLEGE	BISMARCK	ND
BLACK HAWK COLLEGE SYSTEM	MOLINE	IL
BLUE MOUNTAIN COMMUNITY COLLEGE	PENDLETON	OR
BREVARD COMMUNITY COLLEGE	COCOA	FL
BRISTOL COMMUNITY COLLEGE	FALL RIVER	MA
BROOKDALE COMMUNITY COLLEGE	LINCROFT	NJ
BROOKHAVEN COLLEGE	FARMERS BRANCH	TX
BROOME COMMUNITY COLLEGE	BINGHAMTON	NY
BROWARD COMMUNITY COLLEGE	FT. LAUDERDALE	FL
BRUNSWICK JUNIOR COLLEGE	BRUNSWICK	GA
BUCKS COUNTY COMMUNITY COLLEGE	NEWTOWN	PA
BUNKER HILL COMMUNITY COLLEGE	BOSTON	MA
BUTLER COUNTY COMMUNITY COLLEGE	BUTLER	PA
BUTTE COLLEGE	CHICO	CA
CABRILLO COLLEGE	APTOS	CA
CALDWELL COMMUNITY COLLEGE AND TECHNICAL INSTITUTE	LENIOR	NC
CALIFORNIA COMMUNITY COLLEGES	SACRAMENTO	CA
CAPE COD COMMUNITY COLLEGE	WEST BARNSTABLE	MA
CAPE FEAR TECHNICAL INSTITUTE	WILMINGTON	NC
CARL SANDBURG COLLEGE	GALESBURG	IL
CASPER COLLEGE	CASPER	WY
CATAWBA VALLEY TECHNICAL COLLEGE	HICKORY	NC
CAYUGA COUNTY COMMUNITY COLLEGE	AUBURN	NY
CECIL COMMUNITY COLLEGE	NORTH EAST	MD
CEDAR VALLEY COLLEGE	LANCASTER	TX
CENTRAL ARIZONA COLLEGE	COOLIDGE	AZ
CENTRAL OHIO TECHNICAL COLLEGE	NEWARK	OH

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TWO-YEAR COLLEGES - PUBLIC (Continued)

CENTRAL OREGON COMMUNITY COLLEGE	BEND	OR
CENTRAL VIRGINIA COMMUNITY COLLEGE	LYNCHBURG	VA
CENTRAL WYOMING COLLEGE	RIVERTON	WY
CHARLES COUNTY COMMUNITY COLLEGE	LA PLATA	MD
CHATTANOOGA STATE TECHNICAL COMMUNITY COLLEGE	CHATTANOOGA	TN
CHESAPEAKE COLLEGE	WYE MILLS	MD
CHESTERFIELD-MARLBORO TECHNICAL COLLEGE	CHERAW	SC
CHIPOLA JUNIOR COLLEGE	MARIANNA	FL
CINCINNATI TECHNICAL COLLEGE	CINCINNATI	OH
CITY COLLEGES OF CHICAGO	CHICAGO	IL
CLACKAMAS COMMUNITY COLLEGE	OREGON CITY	OR
CLARENDON COLLEGE	CLARENDON	TX
CLARK COLLEGE	VANCOUVER	WA
CLARK TECHNICAL COLLEGE	SPRINGFIELD	OH
CLATSOP COMMUNITY COLLEGE	ASTORIA	OR
CLEVELAND STATE COMMUNITY COLLEGE	CLEVELAND	TN
CLINTON COMMUNITY COLLEGE	PLATTSBURGH	NY
COCHISE COLLEGE	DOUGLAS	AZ
COFFEYVILLE COMMUNITY COLLEGE	COFFEYVILLE	KS
COLLEGE OF DUPAGE	GLEN ELLYN	IL
COLLEGE OF SISKIYOUS	WEED	CA
COLORADO MOUNTAIN COLLEGE	GLENWOOD SPRINGS	CO
COLUMBIA STATE COMMUNITY COLLEGE	COLUMBIA	TN
COLUMBIA-GREENE COMMUNITY COLLEGE	HUDSON	NY
COLUMBUS TECHNICAL INSTITUTE	COLUMBUS	OH
COMMUNITY COLLEGE OF DENVER SYSTEM	DENVER	CO
COMMUNITY COLLEGE OF VERMONT	MONTPELIER	VT
COMMUNITY COLLEGES OF ALLEGHENY COUNTY	PITTSBURGH	PA
COMPTON COMMUNITY COLLEGE	COMPTON	CA
CONNECTICUT COMMUNITY COLLEGE SYSTEM	HARTFORD	CT
CONNECTICUT STATE TECHNICAL COLLEGES	HARTFORD	CT
CORNING COMMUNITY COLLEGE	CORNING	NY
CRAFTON HILLS COLLEGE	YUCAIPA	CA
CRAVEN COMMUNITY COLLEGE	NEW BERN	NC
CROWER COLLEGE	NEOSHO	MO
CUESTA COLLEGE	SAN LUIS OBISPO	CA
CUMBERLAND COUNTY COLLEGE	VINELAND	NJ
CUNY - HOSTOS COMMUNITY COLLEGE	BRONX	NY
CUNY - QUEENSBOROUGH COMMUNITY COLLEGE	BAYSIDE	NY
CUYAHOGA COMMUNITY COLLEGE	CLEVELAND	OH
DABNEY S. LANCASTER COMMUNITY COLLEGE	CLIFTON FORGE	VA
DALLAS COMMUNITY COLLEGE DISTRICT	DALLAS	TX
DANVILLE COMMUNITY COLLEGE	DANVILLE	VA
DAVIDSON COUNTY COMMUNITY COLLEGE	LEXINGTON	KY
DAWSON COMMUNITY COLLEGE	GLENDIVE	MT
DAYTONA BEACH COMMUNITY COLLEGE	DAYTONA BEACH	FL
DELAWARE COUNTY COMMUNITY COLLEGE	MEDIA	PA
DES MOINES AREA COMMUNITY COLLEGE	ANKENY	IA
DODGE CITY COMMUNITY COLLEGE	DODGE CITY	KS
DUTCHESS COMMUNITY COLLEGE	POUGHKEEPSIE	NY
EAST CENTRAL COLLEGE	UNION	MO
EAST LOS ANGELES COLLEGE	MONTEREY PARK	CA
EASTERN IOWA COMMUNITY COLLEGE DISTRICT	DAVENPORT	IA
EASTERN OKLAHOMA STATE COLLEGE	WILBURTON	OK
EASTERN WYOMING COLLEGE	TORRINGTON	WY
EDISON COMMUNITY COLLEGE	FT. MYERS	FL

TWO-YEAR COLLEGES - PUBLIC (Continued)

EDISON STATE COMMUNITY COLLEGE	PIQUA	OH
EL CENTRO COLLEGE	DALLAS	TX
EL PASO COMMUNITY COLLEGE	EL PASO	TX
EL RENO JUNIOR COLLEGE	EL RENO	OK
ELGIN COMMUNITY COLLEGE	ELGIN	IL
ERIE COMMUNITY COLLEGE CITY CAMPUS	BUFFALO	NY
FLATHEAD VALLEY COMMUNITY COLLEGE	KALISPELL	MT
FLORENCE-DARLINGTON TECHNICAL COLLEGE	FLORENCE	SC
FLORIDA JUNIOR COLLEGE AT JACKSONVILLE	JACKSONVILLE	FL
FOOTHILL-DE ANZA COMMUNITY COLLEGE DISTRICT	LOS ALTOS HILLS	CA
FORSYTH TECHNICAL INSTITUTE	WINSTON-SALEM	NC
FORT SCOTT COMMUNITY COLLEGE	FORT SCOTT	KS
FRANK PHILLIPS COLLEGE	BORGER	TX
FREDERICK COMMUNITY COLLEGE	FREDERICK	MD
GAINESVILLE JUNIOR COLLEGE	GAINESVILLE	GA
GARRETT COMMUNITY COLLEGE	MC HENRY	MD
GAVILAN COMMUNITY COLLEGE	GILROY	CA
GENESEE COMMUNITY COLLEGE	BATAVIA	NY
GLENDALE COMMUNITY COLLEGE DISTRICT	GLENDALE	CA
GLOUCESTER COUNTY COLLEGE	SEWELL	NJ
GRAND RAPIDS JUNIOR COLLEGE	GRAND RAPIDS	MI
GRAYS HARBOR COLLEGE	ABERDEEN	WA
GREENVILLE TECHNICAL COLLEGE	GREENVILLE	SC
GROSSMONT COMMUNITY COLLEGE DISTRICT	EL CAJON	CA
GUILFORD TECHNICAL INSTITUTE	JAMESTOWN	NC
GULD COAST COMMUNITY COLLEGE	PANAMA CITY	FL
HARFORD COMMUNITY COLLEGE	BEL AIR	MD
HARRISBURG AREA COMMUNITY COLLEGE	HARRISBURG	PA
HASKELL INDIAN JUNIOR COLLEGE	LAWRENCE	KS
HAWKEYE INSTITUTE OF TECHNOLOGY	WATERLOO	IA
HENDERSON COUNTY JUNIOR COLLEGE	ATHENS	TX
HERKIMER COUNTY COMMUNITY COLLEGE	HERKIMER	NY
HIGHLAND COMMUNITY COLLEGE	FREEPORT	IL
HIGHLINE COMMUNITY COLLEGE	MIDWAY	WA
HILL JUNIOR COLLEGE	HILLSBORO	TX
HOCKING TECHNICAL COLLEGE	NELSONVILLE	OH
HOLYOKE COMMUNITY COLLEGE	HOLYOKE	MA
HORRY GEORGETOWN TECHNICAL COLLEGE	CONWAY	SC
HOUSATONIC COMMUNITY COLLEGE	BRIDGEPORT	CT
HOWARD COMMUNITY COLLEGE	COLUMBIA	MD
HUDSON COUNTY COMMUNITY COLLEGE	NORTH BERGEN	NJ
HUTCHINSON COMMUNITY COLLEGE	HUTCHINSON	KS
ILLINOIS CENTRAL COLLEGE	EAST PEORIA	IL
ILLINOIS EASTERN COMMUNITY COLLEGE - LINCOLN TRAIL	ROBINSON	IL
ILLINOIS EASTERN COMMUNITY COLLEGES SYSTEM	OLNEY	IL
INDEPENDENCE COMMUNITY COLLEGE	INDEPENDENCE	KS
INDIANA VOCATIONAL/TECHNICAL COLLEGE CENTRAL OFFICE	INDIANAPOLIS	IN
IOWA CENTRAL COMMUNITY COLLEGE	FT. DODGE	IA
IOWA LAKES COMMUNITY COLLEGE	ESTHERVILLE	IA
IOWA VALLEY COMMUNITY COLLEGE	MARSHALLTOWN	IA
IOWA WESTERN COMMUNITY COLLEGE	COUNCIL BLUFFS	IA
ISOTHERMAL COMMUNITY COLLEGE	SPINDALE	NC
ITAWAMBA JUNIOR COLLEGE	FULTON	MS
J. SARGEANT REYNOLDS COMMUNITY COLLEGE	RICHMOND	VA
JACKSON COMMUNITY COLLEGE	JACKSON	MI
JAMES SPRUNT TECHNICAL COLLEGE	KENANSVILLE	NC

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JAMESTOWN COMMUNITY COLLEGE	JAMESTOWN	NY
JEFFERSON COMMUNITY COLLEGE	WATERTOWN	NY
JEFFERSON TECHNICAL COLLEGE	STEUBENVILLE	OH
JOHN TYLER COMMUNITY COLLEGE	CHESTER	VA
JOHN WOOD COMMUNITY COLLEGE	QUNICY	IL
JOHNSON COUNTY COMMUNITY COLLEGE	OVERLAND PARK	KS
KALAMAZOO VALLEY COMMUNITY COLLEGE	KALAMAZOO	MI
KANKAKEE COMMUNITY COLLEGE	KANKAKEE	IL
KASKASKIA COLLEGE	CENTRALIA	IL
KELLOG COMMUNITY COLLEGE	BATTLE CREEK	MI
KENAI PENINSULA COMMUNITY COLLEGE	SOLDOTNA	AK
KIRKWOOD COMMUNITY COLLEGE	CEDAR RAPIDS	IA
KIRTLAND COMMUNITY COLLEGE	ROSCOMMON	MI
KISHWAUKEE COLLEGE	MALTA	IL
KUSKOKWIM COMMUNITYCOLLEGE	BETHEL	AK
LAKE CITY COMMUNITY COLLEGE	LAKE CITY	FL
LAKE MICHIGAN COLLEGE	BENTON HARBOR	MI
LAKE TAHOE COMMUNITY COLLEGE	SOUTH LAKE TAHOE	CA
LAKE-SUMTER COMMUNITY COLLEGE	LEESBURG	FL
LAKELAND COMMUNITY COLLEGE	MENTOR	OH
LAMAR COMMUNITY COLLEGE	LAMAR	CO
LANSING COMMUNITYCOLLEGE	LANSING	MI
LARAMIE COUNTY COMMUNITY COLLEGE	CHEYENNE	WV
LAREDO JUNIOR COLLEGE	LAREDO	TX
LEHIGH COUNTY COMMUNITY COLLEGE	SCHNECKSVILLE	PA
LINCOLN LAND COMMUNITYCOLLEGE	SPRINGFIELD	IL
LINN-BENTON COMMUNITY COLLEGE	ALBANY	OR
LORD FAIRFAX COMMUNITY COLLEGE	MIDDLETOWN	VA
LOS ANGELES CITY COLLEGE	LOS ANGELES	CA
LOS ANGELES PIERCE COLLEGE	WOODLAND HILLS	CA
LOS ANGELES SOUTHWEST COLLEGE	LOS ANGELES	CA
LOS ANGELES TRADE-TECHNICAL COLLEGE	LOS ANGELES	CA
LOS RIOS COMMUNITY COLLEGE DISTRICT	SACRAMENTO	CA
LUZERNE COUNTY COMMUNITY COLLEGE	NANTICOKE	PA
MANCHESTER COMMUNITY COLLEGE	MANCHESTER	CT
MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT	PHOENIX	AZ
MARIN COMMUNITY COLLEGE DISTRICT	KENTFIELD	CA
MARION TECHNIUCAL COLLEGE	MARION	OH
MARTIN COMMUNITY COLLEGE	WILLIAMSTON	NC
MASSACHUSETTS BAY COMMUNITY COLLEGE	WELLESLEY	MA
MASSASOIT COMMUNITY COLLEGE	BROCKTON	MA
MATTATUCK COMMUNITY COLLEGE	WATERBURY	CT
MC DOWELL TECHNICAL COLLEGE	MARION	NC
MC DOWELL TECHNICAL INSTITUTE	SPRUCE PINE	NC
MC HENRY COUNTY COLLEGE	CRYSTAL LAKE	IL
MCLENNAN COMMUNITY COLLEGE	WACO	TX
MENDOCINO COLLEGE	UKIAH	CA
MERCER COUNTY COMMUNITY COLLEGE	TRENTON	NJ
METROPOLITAN COMMUNITY COLLEGES	KANSAS CITY	MO
MIAMI-DADE COMMUNITY COLLEGE	MIAMI	FL
MID MICHIGAN COMMUNITY COLLEGE	HARRISON	MI
MID PLAINS TECHNICAL COMMUNITY COLLEGE AREA	NORTH PLATTE	NE
MIDDLESEX COUNTY COLLEGE	EDISON	NJ
MIDLAND COLLEGE	MIDLAND	TX
MILES COMMUNITY COLLEGE	MILES CITY	MT
MINNESOTA COMMUNITY COLLEGE SYSTEM	ST. PAUL	MN

TWO-YEAR COLLEGES - PUBLIC (Continued)

MIRA COSTA COLLEGE	OCEANSIDE	CA
MISSISSIPPI GULF COAST JUNIOR COLLEGE	PERKINSTON	MS
MOHAVE COMMUNITY COLLEGE	KINGMAN	AZ
MOHAWK VALLEY COMMUNITY COLLEGE	UTICA	NY
MOHEGAN COMMUNITY COLLEGE	NORWICH	CT
MONROE COMMUNITY COLLEGE	ROCHESTER	NY
MONROE COUNTY COMMUNITY COLLEGE	MONROE	MI
MONTCALM COMMUNITY COLLEGE	SIDNEY	MI
MONTEREY PENINSULA COLLEGE	MONTEREY	CA
MONTGOMERY COLLEGE SYSTEM	ROCKVILLE	MD
MONTGOMERY COUNTY COMMUNITY COLLEGE	BLUE BELL	PA
MONTGOMERY TECHNICAL COLLEGE	TROY	NC
MORTON COLLEGE	CICERO	IL
MOUNT SAN JACINTO COLLEGE	SAN JACINTO	CA
MOUNTAIN EMPIRE COMMUNITY COLLEGE	BIG STONE GAP	VA
MT. SAN ANTONIO COLLEGE	WALNUT	CA
MUSKEGON COMMUNITY COLLEGE	MUSKEGON	MI
MUSKINGUN AREA TECHNICAL COLLEGE	ZANESVILLE	OK
NAPA VALLEY COLLEGE	NAPA	CA
NASH TECHNICAL COLLEGE	ROCKY MOUNT	NC
NASSAU COMMUNITY COLLEGE	GARDEN CITY	NY
NEOSHO COUNTY COMMUNITY COLLEGE	CHANUTE	KS
NEW MEXICO MILITARY INSTITUTE	ROSWELL	NM
NEW RIVER COMMUNITY COLLEGE	DUBLIN	VA
NIAGARA COUNTY COMMUNITY COLLEGE	SANBORN	NY
NORTH CENTRAL TECHNICAL COLLEGE	MANSFIELD	OH
NORTH COUNTRY COMMUNITY COLLEGE	SARANAC LAKE	NY
NORTH DAKOTA STATE SCHOOL OF SCIENCE	WAHPETON	ND
NORTH DAKOTA STATE UNIVERSITY - BOTTINEAU	BOTTINEAU	ND
NORTH FLORIDA JUNIOR COLLEGE	MADISON	FL
NORTH HARRIS COUNTY COLLEGE	HOUSTON	TX
NORTH IDAHO COLLEGE	COEUR D'ALENE	ID
NORTH SHORE COMMUNITY COLLEGE	BEVERLY	MA
NORTHAMPTON COUNTY AREA COMMUNITY COLLEGE	BETHLEHEM	PA
NORTHEAST TECHNICAL COMMUNITY COLLEGE	NORFOLK	NE
NORTHEASTERN JUNIOR COLLEGE	STERLING	CO
NORTHERN ESSEX COMMUNITY COLLEGE	HAVERHILL	MA
NORTHERN NEW MEXICO COMMUNITY COLLEGE	EL RITO	NM
NORTHERN OKLAHOMA COLLEGE	TONKAWA	OK
NORTHERN VIRGINIA COMMUNITY COLLEGE	ANNANDALE	VA
NORTHLAND PIONEER COLLEGE	HOLBROOK	AZ
NORTHWEST COMMUNITY COLLEGE	NOME	AK
NORTHWESTERN CONNECTICUT COMMUNITY COLLEGE	WINSTED	CT
NORTHWESTERN MICHIGAN COLLEGE	TRAVERSE CITY	MI
OAKTON COMMUNITY COLLEGE	DES PLAINES	IL
OCEAN COUNTY COLLEGE	TOMS RIVER	NJ
ODESSA COLLEGE	ODESSA	TX
OKLAHOMA CITY COMMUNITY COLLEGE	OKLAHOMA CITY	OK
ONONDAGA COMMUNITY COLLEGE	SYRACUSE	NY
ORANGEBURG-CALLHOUN TECHNICAL COLLEGE	ORANGEBURG	SC
PALO VERDE COMMUNITY COLLEGE DISTRICT	BLYTHE	CA
PALOMAR COMMUNITY COLLEGE DISTRICT	SAN MARCOS	CA
PARIS JUNIOR COLLEGE	PARIS	TX
PARKERSBURG COMMUNITY COLLEGE	PARKERSBURG	WV
PASADENA AREA COMMUNITY COLLEGE DISTRICT	PASADENA	CA
PASCO-HERNANDO COMMUNITY COLLEGE	DADE CITY	FL

TWO-YEAR COLLEGES - PUBLIC (Continued)

PASSAIC COUNTY COMMUNITY COLLEGE	PATERSON	NJ
PATRICK HENRY COMMUNITY COLLEGE	MARTINSVILLE	VA
PAUL D. CAMP COMMUNITY COLLEGE	FRANKLIN	VA
PEARL RIVER JUNIOR COLLEGE	POPLARVILLE	MS
PENINSULA COLLEGE	PORT ANGELES	WA
PHILLIPS COUNTY COMMUNITY COLLEGE	HELENA	AR
PIKES PEAK COMMUNITY COLLEGE	COLORADO SPRINGS	CO
PITT COMMUNITY COLLEGE	GREENVILLE	NC
POLK COMMUNITY COLLEGE	WINTER HAVEN	NC
PORTLAND COMMUNITY COLLEGE	PORTLAND	OR
QUINCY JUNIOR COLLEGE	QUINCY	MA
QUINSIGAMOND COMMUNITY COLLEGE	WORCESTER	MA
RAPPAHANNOCK COMMUNITY COLLEGE	GLENNS	VA
REND LAKE COLLEGE	INA	IL
RICHMOND TECHNICAL COLLEGE	HAMLET	NC
RIO HONDO COLLEGE	WHITTIER	CA
ROANOKE-CHOWAN TECHNICAL COLLEGE	AHOSKIE	NC
ROBESON TECHNICAL COLLEGE	LUMBERTON	NC
ROCK VALLEY COLLEGE	ROCKFORD	IL
ROCKINGHAM COMMUNITY COLLEGE	WENTWORTH	NC
ROGERS STATE COLLEGE	CLAREMORE	OK
ROGUE COMMUNITY COLLEGE	GRANTS PASS	OR
ROXBURY COMMUNITY COLLEGE	ROXBURY	MA
SADDLEBRACK COMMUNITY COLLEGE DISTRICT	MISSION VIEJO	CA
SAMPSON TECHNICAL COLLEGE	CLINTON	NC
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT	SAN BERNARDINO	CA
SAN FRANCISCO COMMUNITY COLLEGE DISTRICT	SAN FRANCISCO	CA
SAN JOAQUIN DELTA COLLEGE	STOCKTON	CA
SAN JOSE COMMUNITY COLLEGE DISTRICT	SAN JOSE	CA
SANDHILLS COMMUNITY COLLEGE	CARTHAGE	NC
SANTA ANA COLLEGE	SANTA ANA	CA
SANTA BARBARA CITY COLLEGE	SANTA BARBARA	CA
SANTA CLARITA COMMUNITY COLLEGE DISTRICT	VALENCIA	CA
SANTA ROSA JUNIOR COLLEGE	SANTA ROSE	CA
SANTE FE COMMUNITY COLLEGE	GAINESVILLE	FL
SAUK VALLEY COLLEGE	DIXON	IL
SCHENECTADY COUNTY COMMUNITY COLLEGE	SCHENECTADY	NY
SCHOOLCRAFT COLLEGE	LIVONIA	MI
SCOTTSDALE COMMUNITY COLLEGE	SCOTTSDALE	AZ
SEWARD COUNTY COMMUNITY COLLEGE	LIBERAL	KS
SHORELINE COMMUNITY COLLEGE	SEATTLE	WA
SIERRA COLLEGE	ROCKLIN	CA
SINCLAIR COMMUNITY COLLEGE	DAYTON	OH
SKAGIT VALLEY COLLEGE	MT. VERNON	WA
SNOW COLLEGE	EPHRAIM	UT
SOUTH GEORGIA COLLEGE	DOUGLAS	GA
SOUTHEAST COMMUNITY COLLEGE	LINCOLN	NE
SOUTHEASTERN COMMUNITY COLLEGE	WHITEVILLE	NC
SOUTHEASTERN ILLINOIS COLLEGE	HARRISBURG	IL
SOUTHERN ARKANSAS UNIVERSITY - TECHNICAL BRANCH	EAST CAMDEN	AR
SOUTHERN STATE COMMUNITY COLLEGE	WILMINGTON	OH
SOUTHERN WEST VIRGINIA COMMUNITY COLLEGE	LOGAN	WV
SOUTHWEST TEXAS JUNIOR COLLEGE	UVALDE	TX
SOUTHWEST VIRGINIA COMMUNITY COLLEGE	RICHLANDS	VA
SOUTHWESTERN COLLEGE	CHULA VISTA	CA
SOUTHWESTERN COMMUNITY COLLEGE	CRESTON	IA

TWO-YEAR COLLEGES - PUBLIC (Continued)

SOUTHWESTERN OREGON COMMUNITY COLLEGE	COOS BAY	OR
ST. JOHNS RIVER COMMUNITY COLLEGE	PALATKA	FL
ST. LOUIS COMMUNITY COLLEGE DISTRICT	ST. LOUIS	MO
ST. PETERSBURG JUNIOR COLLEGE	ST.PETERSBURG	FL
SULLIVAN COUNTY COMMUNITY COLLEGE	LOCH SHELDRAKE	NY
SUNY - AGRICULTURAL & TECHNICAL COLLEGE AT ALFRED	ALFRED	NY
SUNY - AGRICULTURAL & TECHNICAL COLLEGE AT CANTON	CANTON	NY
SUNY - AGRICULTURAL & TECHNICAL COLLEGE AT DELHI	DELHI	NY
SUNY - AGRICULTURAL & TECHNICAL COLLEGE AT MORRISVILLE	MORRISVILLE	NY
SURRY COMMUNITY COLLEGE	DOBSON	NC
TACOMA COMMUNITY COLLEGE	TACOMA	WA
TALLAHASSEE COMMUNITY COLLEGE	TALLAHASSEE	FL
TANANA VALLEY COMMUNITY COLLEGE	FAIRBANKS	AK
TARRANT COUNTY JUNIOR COLLEGE DISTRICT	FT. WORTH	TX
TEMPLE JUNIOR COLLEGE	TEMPLE	TX
TERRA TECHNICAL COLLEGE	FREMONT	OH
TEXAS STATE TECHNICAL INSTITUTE SYSTEM	WACO	TX
TREASURE VALLEY COMMUNITY COLLEGE	ONTARIO	OR
TRI-COUNTY TECHNICAL COLLEGE	PENDLETON	SC
TRIDENT TECHNICAL COLLEGE	CHARLESTON	SC
TRITON COLLEGE	RIVER GROVE	IL
TRUCKEE MEADOWS COMMUNITY COLLEGE	SPARKS	NV
TYLER JUNIOR COLLEGE	TYLER	TX
ULSTER COUNTY COMMUNITY COLLEGE	STONE RIDGE	NY
UMPQUA COMMUNITY COLLEGE	ROSEBURG	OR
UNIVERSITY OF SOUTH CAROLINA - SALKEHATCHIE	ALLENDALE	SC
UNIVERSITY OF WISCONSIN CENTERS	MADISON	WI
UTAH TECHNICAL COLLEGE - PROVO	PROVO	UT
UTAH TECHNICAL COLLEGE - SALT LAKE CITY	SALT LAKE CITY	UT
VALENCIA COMMUNITY COLLEGE	ORLANDO	FL
VANCE-GRANVILLE COMMUNITY COLLEGE	HENDERSON	NC
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT	VENTURA	CA
VERMONT TECHNICAL COLLEGE	RANDOLPH CENTER	VT
VICTOR VALLEY COLLEGE	VICTORVILLE	CA
VINCENNES UNIVERSITY	VINCENNES	IN
VIRGINIA COMMUNITY COLLEGE SYSTEM	RICHMOND	VA
WABASH VALLEY COLLEGE	MT. CARMEL	IL
WAKE TECHNICAL COLLEGE	RALEIGH	NC
WALLA WALLA COMMUNITY COLLEGE	WALLA WALLA	WA
WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17	SPOKANE	WA
WAUBONSEE COMMUNITYCOLLEGE	SUGAR GROVE	IL
WAYCROSS JUNIOR COLLEGE	WAYCROSS	GA
WAYNE COMMUNITY COLLEGE	GOLDSBORO	NC
WENATCHEE VALLEY COLLEGE	WENATCHEE	WA
WEST LOS ANGELES COLLEGE	CULVER CITY	CA
WEST VIRGINIA NORTHERN COMMUNITY COLLEGE	WHEELING	WV
WESTARK COMMUNITY COLLEGE	FORT SMITH	AR
WESTCHESTER COMMUNITY COLLEGE	VALHALLA	NY
WESTERN IOWA TECH	SIOUX CITY	IA
WESTERN NEVADA COMMUNITY COLLEGE	CARSON CITY	NV
WESTERN OKLAHOMA STATE COLLEGE	ALTUS	OK
WESTERN PIEDMONT COMMUNITY COLLEGE	MORGANTON	NC
WESTERN TEXAS COLLEGE	SNYDER	TX
WHARTON COUNTY JUNIOR COLLEGE	WHARTON	TX
WHATCOM COMMUNITY COLLEGE	BELLINGHAM	WA
WILLIAM RAINEY HARPER COLLEGE	PALATINE	IL

WILLIAMSPORT AREA COMMUNITY COLLEGE	WILLAIMSPORT	PA
WYTHEVILLE COMMUNITY COLLEGE	WYTHEVILLE	VA
YAKIMA VALLEY COMMUNITY COLLEGE	YAKIMA	WA
YAVAPAI COLLEGE	PRESCOTT	AZ
YOSEMITE COMMUNITY COLLEGE DISTRICT	MODESTO	CA

FOUR-YEAR COLLEGES - PUBLIC

ADAMS STATE COLLEGE	ALAMOSA	CO
ALBANY STATE COLLEGE	ALBANY	GA
ALCORN STATE UNIVERSITY	LORMAN	MS
AUGUSTA COLLEGE	AUGUSTA	GA
CALIFORNIA STATE COLLEGE - SAN BERNARDINO	SAN BERNARDINO	CA
CALIFORNIA STATE COLLEGE - STANISLAUS	TURLOCK	CA
CASTLETON STATE COLLEGE	CASTLETON	VT
CENTRAL MICHIGAN UNIVERSITY	MT. PLEASANT	MI
CHADRON STATE COLLEGE	CHADRON	NE
CITADEL MILITARY COLLEGE OF SOUTH CAROLINA	CHARLESTON	SC
COLORADO CONSORTIUM OF STATE COLLEGES	DENVER	CO
COLUMBUS COLLEGE	COLUMBUS	GA
CONCORD COLLEGE	ATHENS	WV
COPPIN STATE COLLEGE	BALTIMORE	MD
CUNY - BROOKLYN COLLEGE	BROOKLYN	NY
CUNY - COLLEGE OF STATEN ISLAND	STATEN ISLAND	NY
CUNY - MEDGAR EVERS COLLEGE	BROOKLYN	NY
DELAWARE STATE COLLEGE	DOVER	DE
DICKINSON STATE COLLEGE	DICKINSON	ND
ELIZABETH CITY STATE UNIVERSITY	ELIZABETH CITY	NC
FASHION INSTITUTE OF TECHNOLOGY	NEW YORK	NY
FITCHBURG STATE COLLEGE	FITCHBURG	MA
FRANCIS MARION COLLEGE	FLORENCE	SC
FROSTBURG STATE COLLEGE	FROSTBURG	MD
GEORGIA SOUTHERN COLLEGE	STATESBORO	GA
GEORGIA SOUTHWESTERN COLLEGE	AMERICUS	GA
GLENVILLE STATE COLLEGE	GLENVILLE	WV
GRAND VALLEY STATE COLLEGES	ALLENDALE	MI
HUNTER COLLEGE	NEW YORK	NY
ILLINOIS STATE UNIVERSITY - NORMAL	NORMAL	IL
INDIANA STATE UNIVERSITY - EVANSVILLE	EVANSVILLE	IN
JERSEY CITY STATE COLLEGE	JERSEY CITY	NJ
JOHNSON STATE COLLEGE	JOHNSON	VT
KEARNEY STATE COLLEGE	KEARNEY	NE
KENNESAW COLLEGE	MARIETTA	GA
KENTUCKY STATE UNIVERSITY	FRANKFORT	KY
LAKE SUPERIOR STATE COLLEGE	SAULT SAINT MARIE	MI
LANDER COLLEGE	GREENWOOD	SC
LANGSTON UNIVERSITY	LANGSTON	OK
LIVINGSTON UNIVERSITY	LIVINGSTON	AL
LYNDON STATE COLLEGE	LYNDONVILLE	VT
MAINE MARITIME ACADEMY	CASTINE	ME
MARY WASHINGTON COLLEGE	FREDERICKSBURG	VA
MESA COLLEGE	GRAND JUNCTION	CO
METROPOLITAN STATE COLLEGE	DENVER	CO
MISSOURI SOUTHERN STATE COLLEGE	JOPLIN	MO
MISSOURI WESTERN STATE COLLEGE	ST. JOSEPH	MO
MONTANA COLLEGE OF MINERAL SCIENCE & TECHNOLOGY	BUTTE	MT
MONTCLAIR STATE COLLEGE	UPPER MONTCLAIR	NJ
NORTH ADAMS STATE COLLEGE	NORTH ADAMS	MA
NORTHERN MONTANA COLLEGE	HAVRE	MT
PEMBROKE STATE UNIVERSITY	PEMBROKE	NC
SALEM STATE COLLEGE	SALEM	MA
SOUTHEASTERN MASSACHUSETTS UNIVERSITY	NORTH DARMOUTH	MA
SOUTHERN ARKANSAS UNIVERSITY - MAIN CAMPUS	MAGNOLIA	AR

FOUR-YEAR COLLEGES - PUBLIC (Continued)

SOUTHERN ILLINOIS UNIVERSITY - CARBONDALE	CARBONDALE	IL
SOUTHWEST STATE UNIVERSITY	MARSHALL	MN
SOUTHWESTERN OKLAHOMA STATE UNIVERSITY	WEATHERFORD	OK
STOCKTON STATE COLLEGE	POMONA	NJ
SUNY - COLLEGE AT BROCKPORT	BROCKPORT	NY
SUNY - COLLEGE AT BUFFALO	BUFFALO	NY
SUNY - COLLEGE AT CORTLAND	CORTLAND	NY
SUNY - COLLEGE AT FREDONIA	FREDONIA	NY
SUNY - COLLEGE AT GENESEO	GENESEO	NY
SUNY - COLLEGE AT OLD WESTBURY	OLD WESTBURY	NY
SUNY - COLLEGE AT OSWEGO	OSWEGO	NY
SUNY - COLLEGE AT PLATTSBURGH	PLATTSBURGH	NY
SUNY - COLLEGE AT POTSDAM	POTSDAM	NY
SUNY - COLLEGE AT PURCHASE	PURCHASE	NY
SUNY - COLLEGE OF TECHNOLOGY AT UTICA-ROME	UTICA	NY
SUNY - EMPIRE STATE COLLEGE	SARATOGA SPRINGS	NY
SUNY - MARITIME COLLEGE	BRONX	NY
THOMAS A. EDISON STATE COLLEGE	TRENTON	NJ
TRENTON STATE COLLEGE	TRENTON	NJ
UNIVERSITY OF HAWAII AT HILO	HILO	HI
UNIVERSITY OF MAINE - FORT KENT	FORT KENT	ME
UNIVERSITY OF MONTEVALLO	MONTEVALLO	AL
UNIVERSITY OF NEW HAMPSHIRE - PLYMOUTH	PLYMOUTH	NH
UNIVERSITY OF SCIENCE AND ARTS OF OKLAHOMA	CHICHASHA	OK
UNIVERSITY OF TENNESSEE - CHATTANOOGA	CHATTANOOGA	TN
UNIVERSITY OF TEXAS - EL PASO	EL PASO	TX
VALDOSTA STATE COLLEGE	VALDOSTA	GA
VERMONT STATE COLLEGES	WATERBURY	VT
VIRGINIA MILITARY INSTITUTE	LEXINGTON	VA
WEBER STATE COLLEGE	OGDEN	UT
WEST GEORGIA COLLEGE	CARROLLTON	GA
WEST LIBERTY STATE COLLEGE	WEST LIBERTY	WV
WEST TEXAS STATE UNIVERSITY	CANYON	TX
WEST VIRGINIA INSTITUTE OF TECHNOLOGY	MONTGOMERY	WV
WEST VIRGINIA STATE COLLEGE	INSTITUTE	WV
WESTERN MONTANA COLLEGE	DILLON	MT
WESTFIELD STATE COLLEGE	WESTFIELD	MA
WILLIAM PATERSON COLLEGE OF NEW JERSEY	WAYNE	NJ
WINTHROP COLLEGE	ROCK HILL	SC

FOUR-YEAR COLLEGES - PRIVATE INDEPENDENT

ALABAMA CHRISTIAN COLLEGE	MONTGOMERY	AL
ALBANY COLLEGE OF PHARMACY	ALBANY	NY
ALBION COLLEGE	ALBION	MI
ALLEGHENY COLLEGE	MEADVILLE	PA
ALMA COLLEGE	ALMA	MI
ALTANTA COLLEGE OF ART	ATLANTA	GA
ALVERNO COLLEGE	MILWAUKEE	WI
AMHERST COLLEGE	AMHERST	MA
ANNA MARIA COLLEGE	PAXTON	MA
AQUINAS COLLEGE	GRAND RAPIDS	MI
ASBURY COLLEGE	WILMORE	KY
BABSON COLLEGE	BABSON PARK	MA
BARD COLLEGE	ANNANDALE-ON-HUDSON	NY
BARRINGTON COLLEGE	BARRINGTON	RI
BATES COLLEGE	LEWISTON	ME
BEAVER COLLEGE	GLENSIDE	PA
BELLARMINE COLLEGE	LOUISVILLE	KY
BENNINGTON COLLEGE	BENNINGTON	VT
BENTLEY COLLEGE	WALTHAM	MA
BERKLEE COLLEGE OF MUSIC	BOSTON	MA
BLOOMFIELD COLLEGE	BLOOMFIELD	NJ
BORICUA COLLEGE	NEW YORK	NY
BOSTON CONSERVATORY OF MUSIC	BOSTON	MA
BOWDOIN COLLEGE	BRUNSWICK	ME
BRENAU COLLEGE	GAINESVILLE	GA
BRIDGEPORT ENGINEERING INSTITUTE	BRIDGEPORT	CT
BRYAN COLLEGE	DAYTON	TN
BRYANT COLLEGE OF BUSINESS ADMINISTRATION	SMITHFIELD	RI
BRYN MAWR COLLEGE	BRYN MAWR	PA
CALIFORNIA COLLEGE OF ARTS & CRAFTS	OAKLAND	CA
CAPITOL INSTITUTE OF TECHNOLOGY	LAUREL	MD
CARLETON COLLEGE	NORTHFIELD	MN
CARNEGIE-MELLON UNIVERSITY	PITTSBURGH	PA
CARROLL COLLEGE	WAUKESHA	WI
CEDAR CREST COLLEGE	ALLENTOWN	PA
CENTER FOR CREATIVE STUDIES - COLLEGE OF ARTS AND DESIGN	DETROIT	MI
CENTRAL NEW ENGLAND COLLEGE OF TECHNOLOGY	WORCESTER	MA
CENTRE COLLEGE OF KENTUCKY	DANVILLE	KY
CHATHAM COLLEGE	PITTSBURGH	PA
CLEVELAND INSTITUTE OF ART	CLEVELAND	OH
COE COLLEGE	CEDAR RAPIDS	IA
COGSWELL COLLEGE	SAN FRANCISCO	CA
COKER COLLEGE	HARTSVILLE	SC
COLBY COLLEGE	WATERVILLE	ME
COLLEGE OF IDAHO	CALDWELL	ID
COLLEGE OF NOTRE DAME	BELMONT	CA
COLLEGE OF SAINT ROSE	ALBANY	NY
COLLEGE OF SANTE FE	SANTE FE	NM
COLLEGE OF THE ATLANTIC	BAR HARBOR	ME
COLLEGE OF WOOSTER	WOOSTER	OH
CONNECTICUT COLLEGE	NEW LONDON	CT
CURRY COLLEGE	MILTON	MA
D'YOUVILLE COLLEGE	BUFFALO	NY
DAVIS AND ELKINS COLLEGE	ELKINS	WV
DETROIT COLLEGE OF BUSINESS	DEARBORN	MI

FOUR-YEAR COLLEGES - PRIVATE INDEPENDENT (Continued)

DICKINSON COLLEGE	CARLISLE	PA
DOANE COLLEGE	CRETE	NE
DOMINICAN COLLEGE OF BLAUVELT	ORANGEBURG	NY
DOMINICAN COLLuGE OF SAN RAFAEL	SAN FAFAEL	CA
DYKE COLLEGE	CLEVELAND	OH
FINDLAY COLLEGE	FINDLAY	OH
FRANKLIN & MARSHALL COLLEGE	LANCASTER	PA
FRANKLIN COLLEGE OF INDIANA	FRANKLIN	IN
FRANKLIN UNIVERSITY	COLUMBUS	OH
GALLAUDET COLLEGE	WASHINGTON	DC
GETTYSBURG COLLEGE	GETTYSBURG	PA
GMI ENGINEERING & MANAGEMENT INSTITUTE	FLINT	MI
GODDARD COLLEGE	PLAINFIELD	VT
GOLDEY BEACOM COLLEGE	WILMINGTON	DE
GORDON COLLEGE	WENHAM	MA
GREEN MOUNTAIN COLLEGE	POULTNEY	VT
GRINNELL COLLEGE	GRINNELL	IA
HAMILTON COLLEGE	CLINTON	NY
HAMPSHIRE COLLEGE	AMHERST	MA
HARVEY MUDD COLLEGE	CLAREMONT	CA
HAVERFORD COLLEGE	HAVERFORD	PA
HAWAII LOA COLLEGE	KANEOHE	HI
HOBART & WILLIAM SMITH COLLEGES	GENEVA	NY
HOLLINS COLLEGE	HOLLINS COLLEGE	VA
HOLY FAMILY COLLEGE	PHILADELPHIA	PA
IOWA WESLEYAN COLLEGE	MT. PLEASANT	IA
ITHACA COLLEGE	ITHACA	NY
JARVIS CHRISTIAN COLLEGE	HAWKINS	TX
JUNIATA COLLEGE	HUNTINGTON	PA
KANSAS CITY ART INSTITUTE	KANSAS CITY	MO
KEMPER MILITARY SCHOOL & COLLEGE	BOONVILLE	MO
KENDALL SCHOOL OF DESIGN	GRAND RAPIDS	MI
KEUKA COLLEGE	KEUKA PARK	NY
KING'S COLLEGE	WILKES-BARRE	PA
KNOX COLLEGE	GALESBURG	IL
LAFAYETTE COLLEGE	EASTON	PA
LAKE ERIE COLLEGE	PAINSVILLE	OH
LAKE FOREST COLLEGE	LAKE FOREST	IL
LANCASTER BIBLE COLLEGE	LANCASTER	PA
LAWRENCE UNIVERSITY	APPLETON	WI
LE TOURNEAN COLLEGE	LONGVIEW	TX
LEWIS AND CLARK COLLEGE	PORTLAND	OR
LIMESTONE COLLEGE	GAFFNEY	SC
LINCOLN MEMORIAL UNIVERSITY	HARROGATE	TN
LIVINGSTONE COLLEGE	SALISBURY	NC
LORAS COLLEGE	DUBUQUE	IA
MANHATTANVILLE COLLEGE	PURCHASE	NY
MARIETTA COLLEGE	MARIETTA	OH
MARIST COLLEGE	POUGHKEEPSIE	NY
MARYMOUNT MANHATTAN COLLEGE	NEW YORK	NY
MARYVILLE COLLEGE - ST. LOUIS	ST. LOUIS	MO
MEDAILLE COLLEGE	BUFFALO	NY
MERCY COLLEGE	DOBBS FERRY	NY
MERCY COLLEGE OF DETROIT	DETROIT	MI
MIAMI CHRISTIAN COLLEGE	MIAMI	FL
MILLS COLLEGE	OAKLAND	CA

FOUR-YEAR COLLEGES - PRIVATE INDEPENDENT (Continued)

MILWAUKEE SCHOOL OF ENGINEERING	MILWAUKEE	WI
MINNEAPOLIS COLLEGE OF ART DESIGN	MINNEAPOLIS	MN
MOUNT SAINT MARY COLLEGE	NEWBURGH	NY
MOUNT VERNON COLLEGE	WASHINGTON	DC
MUNDELEIN COLLEGE	CHICAGO	IL
NAZARETH COLLEGE	NAZARETH	MI
NAZARETH COLLEGE OF ROCHESTER	ROCHESTER	NY
NEW COLLEGE OF CALIFORNIA	SAN FRANCISCO	CA
NEW ENGLAND COLLEGE	HENNIKER	NH
NEW HAMPSHIRE COLLEGE	MANCHESTER	NH
NICHOLS COLLEGE	DUDLEY	MA
NORTHLAND COLLEGE	ASHLAND	WI
NORTHWESTERN COLLEGE	ROSEVILLE	MN
NORWICH UNIVERSITY	NORTHFIELD	VT
OAKWOOD COLLEGE	HUNTSVILLE	AL
OBERLIN COLLEGE	OBERLIN	OH
OTTAWA UNIVERSITY	OTTAWA	KS
PHILADELPHIA COLLEGE OF PHARMACY & SCIENCE	PHILADELPHIA	PA
PHILADELPHIA COLLEGE OF TEXTILES AND SCIENCE	PHILADELPHIA	PA
PINE MANOR COLLEGE	CHESTNUT HILL	MA
PITZER COLLEGE	CLAREMONT	CA
POINT PARK COLLEGE	PITTSBURGH	PA
POMONA COLLEGE	CLAREMONT	CA
PORTLAND SCHOOL OF ART	PORTLAND	ME
PRATT INSTITUTE	BROOKLYN	NY
QUINCY COLLEGE	QUINCY	IL
REED COLLEGE	PORTLAND	OR
REGIS COLLEGE	DENVER	CO
RHODE ISLAND SCHOOL OF DESIGN	PROVIDENCE	RI
RIDER COLLEGE	LAWRENCEVILLE	NJ
RIO GRANDE COLLEGE/COMMUNITY COLLEGE	RIO GRANDE	OH
RIPON COLLEGE	RIPON	WI
ROSE-HULMAN INSTITUTE OF TECHNOLOGY	TERRE HAUTE	IN
SALEM COLLEGE	WINSTON-SALEM	NC
SALEM COLLEGE	SALEM	WV
SARAH LAWRENCE COLLEGE	BRONXVILLE	NY
SCHOOL OF THE OZARKS	POINT LOOKOUT	MO
SCRIPPS COLLEGE	CLAREMONT	CA
SKIDMORE COLLEGE	SARATOGA SPRINGS	NY
SOUTHERN VERMONT COLLEGE	BENNINGTON	VT
SPERTUS COLLEGE OF JUDAICA	CHICAGO	IL
SPRING GARDEN COLLEGE	CHESTNUT HILL	PA
ST. FRANCIS COLLEGE	LORETTO	PA
ST. FRANCIS COLLEGE	BROOKLYN	NY
ST. JOHN FISHER COLLEGE	ROCHESTER	NY
ST. JOHN'S COLLEGE AT SANTA FE	SANTA FE	NM
ST. LAWRENCE UNIVERSITY	CANTON	NY
ST. LOUIS COLLEGE OF PHARMACY	ST. LOUIS	MO
ST. MARY'S COLLEGE	WINONA	MN
ST. THOMAS AQUINAS COLLEGE	SPARKILL	NY
STEPHENS COLLEGE	COLUMBIA	MO
STEVENS INSTITUTE OF TECHNOLOGY	HOBOKEN	NJ
SWARTHMORE COLLEGE	SWARTHMORE	PA
SWEET BRIAR COLLEGE	SWEET BRIAR	VA
TRI-STATE UNIVERSITY	ANGOLA	IN
TRINITY CHRISTIAN COLLEGE	PALOS HEIGHTS	IL

FOUR-YEAR COLLEGES - PRIVATE INDEPENDENT (Continued)

TRINITY COLLEGE	HARTFORD	CT
UNION COLLEGE	SCHENECTADY	NY
UNITY COLLEGE	UNITY	ME
UPPER IOWA UNIVERSITY	FAYETTE	IA
URBANA COLLEGE	URBANA	OH
VITERBO COLLEGE	LA CROSSE	WI
WALSH COLLEGE	CANTON	OH
WASHINGTON AND JEFFERSON COLLEGE	WASHINGTON	PA
WASHINGTON COLLEGE	CHESTERTOWN	MD
WELLESLEY COLLEGE	WELLESLEY	MA
WESTBROOK COLLEGE	PORTLAND	ME
WESTERN MARYLAND COLLEGE	WESTMINSTER	MD
WESTERN NEW ENGLAND COLLEGE	SPRINGFILED	MA
WESTMINSTER COLLEGE OF SALT LAKE CITY	SALT LAKE CITY	UT
WESTMONT COLLEGE	SANTA BARBARA	CA
WHEATON COLLEGE	WHEATON	IL
WHEATON COLLEGE	NORTON	MA
WHITMAN COLLEGE	WALLA WALLA	WA
WHITTIER COLLEGE	WHITTIER	CA
WILLIAM WOODS COLLEGE	FULTON	MO
WILMINGTON COLLEGE	NEW CASTLE	DE
WILSON COLLEE	CHMABERSBURG	PA
WOFFORD COLLEGE	SPARTANBURG	SC
WORCESTER POLYTECHNIC INSTITUTE	WORCESTER	MA
YORK COLLEGE OF PENNSYLVANIA	YORK	PA

FOUR-YEAR COLLEGES - PRIVATE RELIGIOUS AFFILIATED

ALBERTUS MAGNUS COLLEGE	NEW HAVEN	CT
ALBRIGHT COLLEGE	READING	PA
ALDERSON-BROADDUS COLLEGE	PHILIPPI	WV
ALLENTOWN COLLEGE OF ST. FRANCIS DE SALES	CENTER VALLEY	PA
ANDERSON COLLEGE	ANDERSON	IN
ANTILLIAN COLLEGE	MAYAGUEZ	PR
ARKANSAS COLLEGE	BATESVILLE	AR
ASSUMPTION COLLEGE	WORCESTER	MA
ATLANTIC CHRISTIAN COLLEGE	WILSON	NC
AUGSBURY COLLEGE	MINNEAPOLIS	MN
AUGUSTANA COLLEGE	SIOUX FALLS	SD
AURORA COLLEGE	AURORA	IL
AUSTIN COLLEGE	SHERMAN	TX
AVERETT COLLEGE	DANVILLE	VA
AVILA COLLEGE	KANSAS CITY	MO
BALDWIN-WALLACE COLLEGE	BEREA	OH
BAPTIST BIBLE COLLEGE	CLARKS SUMMIT	PA
BELMONT ABBEY COLLEGE	BELMONT	NC
BENEDICT COLLEGE	COLUMBIA	SC
BENEDICTINE COLLEGE	ATCHISON	KS
BENNETT COLLEGE	GREENSBORO	NC
BETHANY COLLEGE	LINDSBORG	KS
BETHEL COLLEGE	NORTH NEWTON	KS
BETHEL COLLEGE	MISHAWAKA	IN
BETHEL COLLEGE	MCKENZIE	TN
BETHUNE-COOKMAN COLLEGE	DAYTONA BEACH	FL
BISHOP COLLEGE	DALLAS	TX
BRIAR CLIFF COLLEGE	SIOUX CITY	IA
CABRINI COLLEGE	RADNOR	PA
CALIFORNIA BAPTIST COLLEGE	RIVERSIDE	CA
CALIFORNIA LUTHERAN COLLEGE	THOUSAND OAKS	CA
CALUMET COLLEGE	WHITING	IN
CALVIN COLLEGE	GRAND RAPIDS	MI
CANISIUS COLLEGE	BUFFALO	NY
CARLOW COLLEGE	PITTSBURGH	PA
CARROLL COLLEGE	HELENA	MT
CARSON-NEWMAN COLLEGE	JEFFERSON CITY	TN
CARTHAGE COLLEGE	KENOSHA	WI
CEDARVILLE COLLEGE	CEDARVILLE	OH
CENTRAL METHODIST COLLEGE	FAYETTE	MO
CENTRAL UNIVERSITY OF IOWA	PELLA	IA
CENTRAL WESLEYAN COLLEGE	CENTRAL	SC
CHAPMAN COLLEGE	ORANGE	CA
CHESTNUT HILL COLLEGE	PHILADELPHIA	PA
CHRISTIAN BROTHERS COLLEGE	MEMPHIS	TN
CHRISTIAN HERITAGE COLLEGE	EL CAJON	CA
COLLEGE MISERICORDIA	DALLAS	PA
COLLEGE OF GREAT FALLS	GREAT FALLS	MT
COLLEGE OF MOUNT ST. JOSEPH	MT. ST. JOSEPH	OH
COLLEGE OF OUR LADY OF THE ELMS	CHICOPEE	MA
COLLEGE OF SAINT ELIZABETH	CONVENT STATION	NJ
COLLEGE OF ST. BENEDICT	ST. JOSEPH	MN
COLLEGE OF ST. CATHERINE	ST. PAUL	MN
COLLEGE OF ST. SCHOLASTICA	DULUTH	MN
COLUMBIA CHRISTIAN COLLEGE	PORTLAND	OR

FOUR-YEAR COLLEGES - PRIVATE RELIGIOUS AFFILIATED (Continued)

COLUMBIA COLLEGE	COLUMBIA	SC
CONCORDIA COLLEGE	BRONXVILLE	NY
CONCORDIA COLLEGE AT MOORHEAD	MOORHEAD	MN
DAVID LIPSCOMB COLLEGE	NASHVILLE	TN
DE PAUW UNIVERSITY	GREENCASTLE	IN
DIVINE WORD COLLEGE	EPWORTH	IA
DRURY COLLEGE	SPRINGFIELD	MO
EARLHAM COLLEGE	RICHMOND	[illegible]
EAST TEXAS BAPTIST COLLEGE	MARSHALL	TX
ECKERD COLLEGE	ST. PETERSBURG	FL
ELMHURST COLLEGE	ELMHURST	IL
ELON COLLEGE	ELON COLLEGE	NC
EMORY & HENRY COLLEGE	EMORY	VA
ERSKINE COLLEGE AND SEMINARY	DUE WEST	SC
FERRUM COLLEGE	FERRUM	VA
FONTBONNE COLLEGE	ST. LOUIS	MO
FRIENDS BIBLE COLLEGE	HAVILAND	KS
GARDNER-WEBB COLLEGE	BOILING SPRINGS	NC
GEORGE FOX COLLEGE	NEWBERG	OR
GRACELAND COLLEGE	LAMONI	IA
GRAND VIEW COLLEGE	DES MOINES	IA
GREENVILLE COLLEGE	GREENVILLE	IL
GUILFORD COLLEGE	GREENSBORO	NC
GUSTAVUS ADOLPHUS COLLEGE	ST. PETER	MN
HANOVER COLLEGE	HANOVER	IN
HASTINGS COLLEGE	HASTINGS	NE
HENDRIX COLLEGE	CONWAY	AR
HIGH POINT COLLEGE	HIGH POINT	NC
HIRAM COLLEGE	HIRAM	OH
HOLY NAMES COLLEGE	OAKLAND	CA
HOLY REDEEMER COLLEGE	WATERFORD	WI
HOPE COLLEGE	HOLLAND	MI
HOUGHTON COLLEGE	HOUGHTON	NY
HUNTINGDON COLLEGE	MONTGOMERY	AL
HURON COLLEGE	HURON	SD
HUSTON-TILLOTSON COLLEGE	AUSTIN	TX
ILLINOIS BENEDICTINE COLLEGE	LISLE	IL
IMMACULATA COLLEGE	IMMACULATA	PA
JAMESTOWN COLLEGE	JAMESTOWN	ND
KALAMAZOO COLLEGE	KALAMAZOO	MI
KANSAS WESLEYAN	SALINA	KS
KNOXVILLE COLLEGE	KNOXVILLE	TN
LA ROCHE COLLEGE	PITTSBURGH	PA
LAKELAND COLLEGE	SHEBOYGAN	WI
LAMBUTH COLLEGE	JACKSON	TN
LE MOYNE-OWEN COLLEGE	MEMPHIS	TN
LINDENWOOD COLLEGES	ST. CHARLES	MO
LINFIELD COLLEGE	MCMINNVILLE	OR
LOURDES COLLEGE	SYLVANIA	OH
LUTHER COLLEGE	DECORAH	IA
LYCOMING COLLEGE	WILLIAMSPORT	PA
LYNCHBURG COLLEGE	LYNCHBURG	VA
MAC ALESTER COLLEGE	ST. PAUL	MN
MADONNA COLLEGE	LIVONIA	MI
MALONE COLLEGE	CANTON	OH
MANCHESTER COLLEGE	NORTH MANCHESTER	IN

FOUR-YEAR COLLEGES - PRIVATE RELIGIOUS AFFILIATED (Continued)

MARY BALDWIN COLLEGE	STAUNTON	VA
MARYGROVE COLLEGE	DETROIT	MI
MARYMOUNT COLLEGE OF KANSAS	SALINA	KS
MARYWOOD COLLEGE	SCRANTON	PA
MC KENDREE COLLEGE	LEBANON	IL
MCPHERSON COLLEGE	MCPHERSON	KS
MERRIMACK COLLEGE	NORTH ANDOVER	MA
MESSIAH COLLEGE	GRANTHAM	PA
MID-AMERICAN NAZARENE COLLEGE	OLATHE	KS
MIDLAND LUTHERAN COLLEGE	FREMONT	NE
MILLIKIN UNIVERSITY	DECATUR	IL
MILLSAPS COLLEGE	JACKSON	MS
MISSOURI BAPTIST COLLEGE	ST. LOUIS	MO
MISSOURI VALLEYCOLLEGE	MARSHALL	MO
MOBILE COLLEGE	MOBILE	AL
MOLLOY COLLEGE	ROCKVILLE CENTRE	NY
MONMOUTH COLLEGE	MONMOUTH	IL
MONTGOMERY TECHNICAL INSTITUTE	RALEIGH	NC
MORRIS BROWN COLLEGE	ATLANTA	GA
MOUNT MARTY COLLEGE	YANKTON	SD
MOUNT MERCY COLLEGE	CEDAR RAPIDS	IA
MOUNT SAINT CLARE COLLEGE	CLINTON	IA
MOUNT UNION COLLEGE	ALLIANCE	OH
NEBRASKA WESLEYAN UNIVERSITY	LINCOLN	NE
NEUMANN COLLEGE	ASTON	PA
NEWBERRY COLLEGE	NEWBERRY	SC
NORTH CAROLINA WESLEYAN COLLEGE	ROCKY MOUNT	NC
NORTH CENTRAL COLLEGE	NAPERVILLE	IL
NORTHWESTERN COLLEGE	ORANGE CITY	IA
NOTRE DAME COLLEGE	CLEVELAND	OH
OHIO DOMINICAN COLLEGE	COLUMBUS	OH
OKLAHOMA BAPTIST UNIVERSITY	SHAWNEE	OK
OKLAHOMA CHRISTIAN COLLEGE	OKLAHOMA CITY	OK
OLIVET COLLEGE	OLIVET	MI
OUR LADY OF HOLY CROSS COLLEGE	NEW ORLEANS	LA
PACIFIC UNION COLLEGE	ANGWIN	CA
PAINE COLLEGE	AUGUSTA	GA
PALM BEACH ATLANTIC COLLEGE	WEST PALM BEACH	FL
PARK COLLEGE	PARKVILLE	MO
PHILADELPHIA COLLEGE OF THE BIBLE	LANGHORNE	PA
PIKEVILLE COLLEGE	PIKEVILLE	KY
POINT LOMA COLLEGE	SAN DIEGO	CA
PRESBYTERIAN COLLEGE	CLINTON	SC
RANDOLPH-MACON COLLEGE	ASHLAND	VA
REGIS COLLEGE	WESTON	MA
ROANOKE COLLEGE	SALEM	VA
ROBERTS WESLEYAN COLLEGE	ROCHESTER	NY
ROCKHURST COLLEGE	KANSAS CITY	MO
ROCKY MOUNTAIN COLLEGE	BILLINGS	MT
ROSEMONT COLLEGE	ROSEMONT	PA
RUST COLLEGE	HOLLY SPRINGS	MS
SEMINARY OF THE IMMACULATE CONCEPTION	HUNTINGTON	NY
SETON HALL UNIVERSITY	SOUTH ORANGE	NJ
SETON HILL COLLEGE	GREENSBURG	PA
SHENANDOAH COLLEGE AND CONSERVATORY OF MUSIC	WINCHESTER	VA
SIENA COLLEGE	LOUDONVILLE	NY

FOUR-YEAR COLLEGES - PRIVATE RELIGIOUS AFFILIATED (Continued)

SIENA HEIGHTS COLLEGE	ADRIAN	MI
SILVER LAKE COLLEGE	MANITOWOC	WI
SIMPSON COLLEGE	SAN FRANCISCO	CA
SIMPSON COLLEGE	INDIANOLA	IA
SOUTHERN BAPTIST COLLEGE	WALNUT RIDGE	AR
SOUTHERN CALIFORNIA COLLEGE	COSTA MESA	CA
SOUTHERN COLLEGE OF SEVENTH-DAY ADVENTISTS	COLLEGEDALE	TN
SOUTHWESTERN ADVENTIST COLLEGE	KEENE	TX
SPALDING COLLEGE	LOUISVILLE	KY
SPRING ARBOR COLLEGE	SPRING ARBOR	MI
ST. ANDREWS PRESBYTERIAN COLLEGE	LAURINBURG	NC
ST. AUGUSTINE'S COLLEGE	RALEIGH	NC
ST. MARTIN'S COLLEGE	LACEY	WA
ST. MARY'S COLLEGE	NOTRE DAME	IN
ST. MARY'S COLLEGE OF CALIFORNIA	MORAGA	CA
ST. MARY'S DOMINICAN COLLEGE	NEW ORLEANS	LA
ST. MARY-OF-THE-WOODS COLLEGE	ST-MARY-OF-THE-WOODS	IN
ST. MICHAEL'S COLLEGE	WINOOSKI	VT
ST. PAUL'S COLLEGE	LAWRENCEVILLE	VA
ST. VINCENT COLLEGE	LATROBE	PA
STERLING COLLEGE	STERLING	KS
TABOR COLLEGE	HILLSBORO	KS
TAYLOR UNIVERSITY	UPLAND	IN
TEXAS LUTHERAN COLLEGE	SEGUIN	TX
THIEL COLLEGE	GREENVILLE	PA
TOUGALOO COLLEGE	TOUGALOO	MS
TRANSYLVANIA UNIVERSITY	LEXINGTON	KY
TREVECCA NAZARENE COLLEGE	NASHVILLE	TN
TRINITY COLLEGE	WASHINGTON	DC
TRINITY COLLEGE	BURLINGTON	VT
TUSCULUM COLLEGE	GREENEVILLE	TN
UNION COLLEGE	LINCOLN	NE
UNIVERSITY OF DUBUQUE	DUBUQUE	IA
UNIVERSITY OF EVANSVILLE	EVANSVILLE	IN
UNIVERSITY OF THE SOUTH	SEWANEE	TN
URSULINE COLLEGE	CLEVELAND	OH
WAGNER COLLEGE	STATEN ISLAND	NY
WARNER SOUTHERN COLLEGE	LAKE WALES	FL
WARREN WILSON COLLEGE	SWANNANOA	NC
WARTBURG COLLEGE	WAVERLY	IA
WESLEY COLLEGE	DOVER DE	DE
WEST COAST CHRISTAN	FRESNO	CA
WEST VIRGINIA WESLEYAN COLLEGE	BUCKHANNON	WV
WESTERN BAPTIST COLLEGE	SALEM	OR
WHEELING COLLEGE	WHEELING	WV
WHITWORTH COLLEGE	SPOKANE	WA
WILLIAM CAREY COLLEGE	HATTIESBURG	MS
WILLIAM JEWELL COLLEGE	LIBERTY	MO
WILMINGTON COLLEGE	WILMINGTON	OH
WINGATE COLLEGE	WINGATE	NC
WITTENBERG UNIVERSITY	SPRINGFIELD	OH
YANKTON COLLEGE	YANKTON	SD

UNIVERSITIES - PUBLIC

APPALACHIAN STATE UNIVERSITY	BOONE	NC
BLOOMSBURG STATE COLLEGE	BLOOMSBURG	PA
BOWLING GREEN STATE UNIVERSITY	BOWLING GREEN	OH
CALIFORNIA POLYTECHNIC STATE UNIVERSITY	SAN LUIS OBISPO	CA
CALIFORNIA STATE UNIVERSITY - DOMINGUEZ HILLS	CARSON	CA
CALIFORNIA STATE UNIVERSITY - FRESNO	FRESNO	CA
CALIFORNIA STATE UNIVERSITY - HAYWARD	HAYWARD	CA
CALIFORNIA STATE UNIVERSITY - NORTHRIDGE	NORTHRIDGE	CA
CENTRAL CONNECTICUT STATE UNIVERSITY	NEW BRITAIN	CT
CENTRAL MISSOURI STATE UNIVERSITY	WARRENSBURG	MO
CENTRAL STATE UNIVERSITY	EDMOND	OK
CHEYNEY STATE COLLEGE	CHEYNEY	PA
CHICAGO STATE UNIVERSITY	CHICAGO	IL
CLARION STATE COLLEGE	CLARION	PA
CLEMSON UNIVERSITY	CLEMSON	SC
COLLEGE OF WILLIAM & MARY	WILLAMSBURG	VA
COLORADO SCHOOL OF MINES	GOLDEN	CO
CONNECTICUT STATE UNIVERSITY SYSTEM	NEW BRITIAN	CT
CUNY - CITY UNIVERSITY OF NEW YORK SYSTEM OFFICE	NEW YORK	NY
DELTA STATE UNIVERSITY	CLEVELAND	MS
EAST CENTRAL OKLAHOMA STATE UNIVERSITY	ADA	OK
EAST TEXAS STATE UNIVERSITY	COMMERCE	TX
EASTERN NEW MEXICO UNIVERSITY	PORTALES	NM
EASTERN ILLINOIS UNIVERSITY	CHARLESTON	IL
EDINBORO STATE COLLEGE	EDINBORO	PA
FLORIDA ATLANTIC UNIVERSITY	BOCA RATON	FL
FLORIDA INTERNATIONAL UNIVERSITY	MIAMI	FL
GEORGE MASON UNIVERSITY	FAIRFAX	VA
GEORGIA INSTITUTE OF TECHNOLOGY	ATLANTA	GA
GOVERNORS STATE UNIVERSITY	PARK FOREST SOUTH	IL
UNIVERSITY OF CONNECTICUT	STORRS	CT
INDIAN STATE UNIVERSITY CENTRAL OFFICE	TERRE HAUTE	IN
INDIANA UNIVERSITY - EAST	RICHMOND	IN
INDIANA UNIVERSITY - PURDUE UNIVERSITY AT FORT WAYNE	FORT WAYNE	IN
INDIANA UNIVERSITY OF PENNSYLVANIA	INDIANA	PA
JACKSONVILLE STATE UNIVERSITY	JACKSONVILLE	AL
JAMES MADISON UNIVERSITY	HARRISONBURG	VA
KENT STATE UNIVERSITY	KENT	OH
LAMAR UNIVERSITY	BEAUMONT	TX
LINCOLN UNIVERSITY	JEFFERSON CITY	MO
LOUISIANA STATE UNIVERSITY SYSTEM	BATON ROUGE	LA
MANSFIELD STATE COLLEGE	MANSFIELD	PA
MC NEESE STATE UNIVERSITY	LAKE CHARLES	LA
MEMPHIS STATE UNIVERSITY	MEMPHIS	TN
MIAMI UNIVERSITY - OXFORD	OXFORD	OH
MIDWESTERN STATE UNIVERSITY	WICHITA FALLS	TX
MILLERSVILLE STATE COLLEGE	MILLERSVILLE	PA
MINOT STATE COLLEGE	MINOT	ND
MONTANA UNIVERSITY SYSTEM	HELENA	MT
MOORHEAD STATE UNIVERSITY	MOORHEAD	MN
MOREHEAD STATE UNIVERSITY	MOREHEAD	KY
MORGAN STATE UNIVERSITY	BALTIMORE	MD
MURRAY STATE UNIVERSITY	MURRAY	KY
NEW JERSEY INSTITUTE OF TECHNOLOGY	NEWARK	NJ
NEW MEXICO STATE UNIVERSITY	LAS CRUCES	NM

UNIVERSITIES - PUBLIC (Continued)

NORTH DAKOTA STATE UNIVERSITY - FARGO	FARGO	ND
NORTH TEXAS STATE UNIVERSITY	DENTON	TX
NORTHEAST MISSOURI STATE UNIVERSITY	KIRKSVILLE	MO
NORTHEASTERN ILLINOIS UNIVERSITY	CHICAGO	IL
NORTHERN ARIZONA UNIVERSITY	FLAGSTAFF	AZ
NORTHERN ILLINOIS UNIVERSITY	DEKALB	IL
NORTHERN MICHIGAN UNIVERSITY	MARQUETTE	MI
NORTHWEST MISSOURI STATE UNIVERSITY	MARYVILLE	MO
NORTHWESTERN STATE UNIVERSITY	NATCHITOCHES	LA
OHIO STATE UNIVERSITY - COLUMBUS	COLUMBUS	OH
OHIO UNIVERSITY	ATHENS	OH
OLD DOMINION UNVIERSITY	NORFOLK	VA
PAN AMERICAN UNIVERSITY	EDINBURG	TX
RADFORD UNIVERSITY	RADFORD	VA
SHIPPENSBURG STATE COLLEGE	SHIPPENSBURG	PA
SLIPPERY ROCK STATE COLLEGE	SLIPPERY ROCK	PA
SONOMA STATE UNIVERSITY	ROHNERT PARK	CA
SOUTHEAST MISSOURI STATE UNIVERSITY	CAPE GIRARDEAU	MO
SOUTHEASTERN OKLAHOMA STATE UNIVERSITY	DURANT	OK
SOUTHERN ILLINOIS UNIVERSITY - EDWARDSVILLE	EDWARDSVILLE	IL
SOUTHERN ILLINOIS UNIVERSITY SYSTEM	CARBONDALE	IL
STATE UNIVERSITY SYSTEM OF MINNESOTA	ST. PAUL	MN
STEPHEN F. AUSTIN STATE UNIVERSITY	NACOGDOCHES	TX
SUNY - ALBANY	ALBANY	NY
SUNY - STATE UNIVERSITY OF NEW YORK SYSTEM	ALBANY	NY
SUNY - STONY BROOK	STONY BROOK	NY
TENNESSEE TECHNOLOGICAL UNIVERSITY	COOKEVILLE	TN
TEXAS A&I UNIVERSITY	KINGSVILLE	TX
TEXAS A&M UNIVERSITY SYSTEM	COLLEGE STATION	TX
TEXAS SOUTHERN UNIVERSITY	HOUSTON	TX
TEXAS WOMAN'S UNIVERSITY	DENTON	TX
TROY STATE UNIVERSITY MAIN CAMPUS	TROY	AL
UNIVERISTY OF BALTIMORE	BALTIMORE	MD
UNIVERSITY OF AKRON	AKRON	OH
UNIVERSITY OF ALABAMA - BIRMINGHAM	BIRMINGHAM	AL
UNIVERSITY OF ALABAMA SYSTEM	UNIVERSITY	AL
UNIVERSITY OF ALASKA - JUNEAU	JUNEAU	AK
UNIVERSITY OF ALASKA SYSTEM OF HIGHER EDUCATION SYSTEM	FAIRBANKS	AK
UNIVERSITY OF ARKANSAS - LITTLE ROCK	LITTLE ROCK	AR
UNIVERSITY OF ARKANSAS - MONTICELLO	MONTICELLO	AR
UNIVERSITY OF CALIFORNIA - BERKELEY	BERKELEY	CA
UNIVERSITY OF CALIFORNIA - DAVIS	DAVIS	CA
UNIVERSITY OF CALIFORNIA - RIVERSIDE	RIVERSIDE	CA
UNIVERSITY OF CALIFORNIA - SAN DIEGO	LA JOLLA	CA
UNIVERSITY OF CALIFORNIA - SAN FRANCISCO	SAN FRANCISCO	CA
UNIVERSITY OF CALIFORNIA - SANTA BARBARA	SANTA BARBARA	CA
UNIVERSITY OF CALIFORNIA - SANTA CRUZ	SANTA CRUZ	CA
UNIVERSITY OF CALIFORNIA SYSTEM	BERKELEY	CA
UNIVERSITY OF CENTRAL ARKANSAS	CONWAY	AR
UNIVERSITY OF CINCINNATI	CINCINNATI	OH
UNIVERSITY OF COLORADO - DENVER	DENVER	CO
UNIVERSITY OF COLORADO SYSTEM	BOULDER	CO
UNIVERSITY OF DELAWARE	NEWARK	DE
UNIVERSITY OF FLORIDA - GAINESVILLE	GAINESVILLE	FL
UNIVERSITY OF HAWAII SYSTEM	HONOLULU	HI
UNIVERSITY OF HOUSTON - CLEAR LAKE	HOUSTON	TX

UNIVERSITIES - PUBLIC (Continued)

UNIVERSITY OF HOUSTON SYSTEM CENTRAL OFFICE	HOUSTON	TX
UNIVERSITY OF ILLINOIS SYSTEM	URBANA	IL
UNIVERSITY OF MAINE - ORONO	ORONO	ME
UNIVERSITY OF MAINE SYSTEM	BANGOR	ME
UNIVERSITY OF MARYLAND - BALTIMORE COUNTY	CATONSVILLE	MD
UNIVERSITY OF MARYLAND - COLLEGE PARK	COLLEGE PARK	MD
UNIVERSITY OF MARYLAND - EASTERN SHORE	PRINCESS ANNE	MD
UNIVERSITY OF MARYLAND SYSTEM	ADELPHI	MD
UNIVERSITY OF MICHIGAN - ANN ARBOR	ANN ARBOR	MI
UNIVERSITY OF MICHIGAN - DEARBORN	DEARBORN	MI
UNIVERSITY OF MINNESOTA - MINNEAPOLIS SAINT PAUL	MINNEAPOLIS	MN
UNIVERSITY OF MISSOURI - COLUMBIA	COLUMBIA	MO
UNIVERSITY OF MISSOURI - KANSAS CITY	KANSAS CITY	MO
UNIVERSITY OF MISSOURI - ST. LOUIS	ST. LOUIS	MO
UNIVERSITY OF MISSOURI SYSTEM	COLUMBIA	MO
UNIVERSITY OF MONTANA - MISSOULA	MISSOULA	MT
UNIVERSITY OF NEBRASKA - OMAHA	OMAHA	NE
UNIVERSITY OF NEBRASKA SYSTEM	LINCOLN	NE
UNIVERSITY OF NEVADA - LAS VEGAS	LAS VEGAS	NV
UNIVERSITY OF NEW HAMPSHIRE SYSTEM	DURHAM	NH
UNIVERSITY OF NORTH CAROLINA - ASHEVILLE	ASHEVILLE	NC
UNIVERSITY OF NORTH CAROLINA - CHARLOTTE	CHARLOTTE	NC
UNIVERSITY OF NORTH CAROLINA - GREENSBORO	GREENSBORO	NC
UNIVERSITY OF NORTH CAROLINA SYSTEM	CHAPEL HILL	NC
UNIVERSITY OF NORTH DAKOTA	GRAND FORKS	ND
UNIVERSITY OF NORTHERN COLORADO	GREELEY	CO
UNIVERSITY OF NORTHERN IOWA	CEDAR FALLS	IA
UNIVERSITY OF OKLAHOMA - NORMAN	NORMAN	OK
UNIVERSITY OF PUERTO RICO - RIO PIEDRAS CAMPUS	SAN JUAN	PR
UNIVERSITY OF PUERTO RICO SYSTEM	SAN JUAN	PR
UNIVERSITY OF SOUTH CAROLINA CENTRAL OFFICE	COLUMBIA	SC
UNIVERSITY OF SOUTHERN COLORADO	PUEBLO	CO
UNIVERSITY OF SOUTHERN MAINE	PORTLAND	ME
UNIVERSITY OF SOUTHERN MISSISSIPPI	HATTIESBURG	MS
UNIVERSITY OF SOUTHWESTERN LOUISIANA	LAFAYETTE	LA
UNIVERSITY OF TENNESSEE - KNOXVILLE	KNOXVILLE	TN
UNIVERSITY OF TENNESSEE SYSTEM	KNOXVILLE	TN
UNIVERSITY OF TEXAS - ARLINGTON	ARLINGTON	TX
UNIVERSITY OF TEXAS - PERMIAN BASIN	ODESSA	TX
UNIVERSITY OF TOLEDO	TOLEDO	OH
UNIVERSITY OF VERMONT	BURLINGTON	VT
UNIVERSITY OF WEST FLORIDA	PENSACOLA	FL
UNIVERSITY OF WISCONSIN - EAU CLAIRE	EAU CLAIRE	WI
UNIVERSITY OF WISCONSIN - MILWAUKEE	MILWAUKEE	WI
UNIVERSITY OF WISCONSIN - PLATTEVILLE	PLATTEVILLE	WI
UNIVERSITY OF WISCONSIN - STEVENS POINT	STEVENS POINT	WI
UNIVERSITY OF WISCONSIN - SUPERIOR	SUPERIOR	WI
UNIVERSITY OF WISCONSIN - WHITEWATER	WHITEWATER	WI
UNIVERSITY OF WISCONSIN SYSTEM	MADISON	WI
UNIVERSITY SYSTEM OF GEORGIA	ATLANTA	GA
UNIVERSITY SYSTEM OF SOUTH TEXAS	KINGSVILLE	TX
UTAH STATE UNIVERSITY	LOGAN	UT
VIRGINIA COMMONWEALTH UNIVERSITY	RICHMOND	VA
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY	BLACKSBURG	VA
WASHBURN UNIVERSITY OF TOPEKA	TOPEKA	KS
WASHINGTON STATE UNIVERSITY	PULLMAN	WA

UNIVERSITIES - PUBLIC (Continued)

WAYNE STATE UNIVERSITY	DETROIT	MI
WEST CHESTER STATE COLLEGE	WEST CHESTER	PA
WEST VIRGINIA UNIVERSITY	MORGANTOWN	WV
WESTERN CAROLINA UNIVERSITY	CULLOWHEE	NC
WESTERN KENTUCKY UNIVERSITY	BOWLING GREEN	KY
WESTERN MICHIGAN UNIVERSITY	KALAMAZOO	MI
WESTERN NEW MEXICO UNIVERSITY	SILVER CITY	NM
WESTERN WASHINGTON UNIVERSITY	BELLINGHAM	WA
YOUNGSTOWN STATE UNIVERSITY	YOUNGSTOWN	OH

UNIVERSITIES - PRIVATE INDENPENDENT

ADELPHI UNIVERSITY	GARDEN CITY	NY
ALASKA PACIFIC UNIVERSITY	ANCHORAGE	AK
AMERICAN TECHNOLOGICAL UNIVERSITY	KILLEEN	TX
ANTIOCH UNIVERSITY	YELLOW SPRINGS	OH
AZUSA PACIFIC UNIVERSITY	AZUSA	CA
BOSTON COLLEGE	CHESTNUT HILL	MA
BRADLEY UNIVERSITY	PEORIA	IL
BROWN UNIVERSITY	PROVIDENCE	RI
BUCKNELL UNIVERSITY	LEWISBURG	PA
BUTLER UNIVERSITY	INDIANAPOLIS	IN
CASE WESTERN RESERVE UNIVERSITY	CLEVELAND	OH
CBN UNIVERSITY	VIRGINIA BEACH	VA
CLARK UNIVERSITY	WORCESTER	MA
DRAKE UNIVERSITY	DES MOINES	IA
DREW UNIVERSITY	MADISON	NJ
DUKE UNIVERSITY	DURHAM	NC
FLORIDA INSTITUTE OF TECHNOLOGY	MELBOURNE	FL
HARVARD UNIVERSITY	CAMBRDIGE	MA
INDIANA CENTRAL UNIVERSITY	INDIANAPOLIS	IN
INTER AMERICAN UNIVERSITY OF PUERTO RICO	SAN JUAN	PR
JACKSONVILLE UNIVERSITY	JACKSONVILLE	FL
JOHN F. KENNEDY UNIVERSITY	ORINDA	CA
JOHNS HOPKINS UNIVERSITY	BALTIMORE	MD
LEHIGH UNIVERSITY	BETHLEHEM	PA
LONG ISLAND UNIVERSITY SYSTEM	GREENVALE	NY
NORTHEASTERN UNIVERSITY	BOSTON	MA
NOVA UNIVERSITY	FT. LAUDERDALE	FL
PACE UNIVERSITY SYSTEM	NEW YORK	NY
RICE UNIVERSITY	HOUSTON	TX
ROOSEVELT UNIVERSITY	CHICAGO	IL
ST. EDWARD'S UNIVERSITY	AUSTIN	TX
SUFFOLK UNIVERSITY	BOSTON	MA
TRINITY UNIVERSITY	SAN ANTONIO	TX
TULANE UNIVERSITY	NEW ORLEANS	LA
TUSKEGEE INSTITUTE	TUSKEGEE	AL
UNIVERSITY OF BRIDGEPORT	BRIDGEPORT	CT
UNIVERSITY OF DENVER	DENVER	CO
UNIVERSITY OF MIAMI	CORAL GABLES	FL
UNIVERSITY OF NEW ENGLAND	BIDDEFORD	ME
UNIVERSITY OF NEW HAVEN	WEST HAVEN	CT
UNIVERSITY OF PENNSYLVANIA	PHILADELPHIA	PA
UNIVERSITY OF PUGET SOUND	TACOMA	WA
UNIVERSITY OF SAN DIEGO	SAN DIEGO	CA
UNIVERSITY OF SOUTHERN CALIFORNIA	LOS ANGELES	CA
UNIVERSITY OF ST. THOMAS	HOUSTON	TX
UNIVERSITY OF TAMPA	TAMPA	FL
UNIVERSITY OF THE PACIFIC	STOCKTON	CA
UNIVERSITY OF TULSA	TULSA	OK
WASHINGTON & LEE UNIVERSITY	LEXINGTON	VA
WESLEYAN UNIVERSITY	MIDDLETOWN	CT
WEST COAST UNIVERSITY SYSTEM	LOS ANGELES	CA
WIDENER UNIVERSITY	CHESTER	PA
WILLAMETTE UNIVERSITY	SALEM	OR
WOODBURY UNIVERSITY	LOS ANGELES	CA

UNIVERSITIES - PRIVATE RELIGIOUS AFFILIATED

ABILENE CHRISTIAN UNIVERSITY	ABILENE	TX
BIOLA UNIVERSITY	LA MIRADA	CA
CAPITAL UNIVERSITY	COLUMBUS	OH
CATHOLIC UNIVERSITY OF AMERICA	WASHINGTON	DC
CATHOLIC UNIVERSITY OF PUERTO RICO	PONCE	PR
CHAMINADE UNIVERSITY OF HONOLULU	HONOLULU	HI
DE PAUL UNIVERSITY	CHICAGO	IL
DUQUESNE UNIVERSITY	PITTSBURGH	PA
FAIRFIELD UNIVERSITY	FAIRFILED	CT
FORDHAM UNIVERSITY	BRONX	NY
GANNON UNIVERSITY	ERIE	PA
GONZAGA UNIVERSITY	SPOKANE	WA
HAMLINE UNIVERSITY	ST. PAUL	MN
LEWIS UNIVERSITY	ROMEOVILLE	IL
LOYOLA MARYMOUNT UNIVERSITY	LOS ANGELES	CA
MARQUETTE UNIVERSITY	MILWAUKEE	WI
MERCER UNIVERSITY SYSTEM	MACON	GA
NIAGARA UNIVERSITY	NIAGARA UNIVERSITY	NY
OUR LADY OF THE LAKE UNIVERSITY	SAN ANTONIO	TX
PHILLIPS UNIVERSITY	ENID	OK
SAMFORD UNIVERSITY	BIRMINGHAM	AL
SEATTLE UNIVERSITY	SEATTLE	WA
ST. BONAVENTURE UNIVERSITY	ST. BONAVENTURE	NY
ST. JOHN'S UNIVERSITY	COLLEGEVILLE	MN
STETSON UNIVERSITY	DELAND	FL
TEXAS CHRISTIAN UNIVERSITY	FT. WORTH	TX
UNIVERSITY OF DALLAS	IRVING	TX
UNIVERSITY OF DAYTON	DAYTON	OH
UNIVERSITY OF LA VERNE	LA VERNE	CA
UNIVERSITY OF PORTLAND	PORTLAND	OR
UNIVERSITY OF RICHMOND	RICHMOND	VA
UNIVERSITY OF SAN FRANCISCO	SAN FRANCISCO	CA
UNIVERSITY OF SCRANTON	SCRANTON	PA

MEDICAL SCHOOLS/CENTERS

BAYLOR COLLEGE OF DENTISTRY	DALLAS	TX
EASTERN VIRGINIA MEDICAL AUTHORITY	NORFOLK	VA
ILLINOIS COLLEGE OF OPTOMETRY	CHICAGO	IL
MEDICAL COLLEGE OF WISCONSIN	MILWAUKEE	WI
MEDICAL UNIVERSITY OF SOUTH CAROLINA	CHARLESTON	SC
NEW ENGLAND COLLEGE OF OPTOMETRY	BOSTON	MA
OHIO COLLEGE OF PODIATRIC MEDICINE	CLEVELAND	OH
PENNSYLVANIA COLLEGE OF OPTOMETRY	PHILADELPHIA	PA
PENNSYLVANIA COLLEGE OF PODIATRIC MEDICINE	PHILADELPHIA	PA
SOUTHERN COLLEGE OF OPTOMETRY	MEMPHIS	TN
SUNY - COLLEGE OF OPTOMETRY	NEW YORK	NY
SUNY - UPSTATE MEDICAL CENTER	SYRACUSE	NY
THOMAS JEFFERSON UNIVERSITY	PHILADELPHIA	PA
UNIVERSITY OF COLORADO - HEALTH SCIENCES CENTER	DENVER	CO
UNIVERSITY OF KENTUCKY - MEDICAL CENTER - LEXINGTON	LEXINGTON	KY
UNIVERSITY OF MEDICINE AND DENTISTRY - RUTGERS MEDICAL SCHOOL	PISCATAWAY	NJ
UNIVERSITY OF MEDICINE AND DENTISTRY OF NEW JERSEY	NEWARK	NJ
UNIVERSITY OF NEBRASKA MEDICAL CENTER	OMAHA	NE

THEOLOGICAL SEMINARIES

AQUINAS INSTITUTE	ST. LOUIS	MO
BANGOR THEOLOGICAL SEMINARY	BANGOR	ME
BAPTIST MISSIONARY ASSOCIATION THEOLOGICAL SEMINARY	JACKSONVILLE	TX
BETHEL COLLEGE & THEOLOGICAL SEMINARY	ST. PAUL	MN
CALVIN THEOLOGICAL SEMINARY	GRAND RAPIDS	MI
CATHOLIC THEOLOGICAL UNION	CHICAGO	IL
CENTRAL BAPTIST THEOLOGICAL SEMINARY	KANSAS CITY	KS
CHICAGO THEOLOGICAL SEMINARY	CHICAGO	IL
CHRIST SEMINARY-SEMINEX	CHICAGO	IL
CHRIST THE KING SEMINARY	EAST AURORA	NY
CHRISTIAN THEOLOGICAL SEMINARY	INDIANAPOLIS	IN
CHURCH DIVINITY SCHOOL OF THE PACIFIC	BERKELEY	CA
COLGATE ROCHESTER DIVINITY SCHOOL/BEXLEY HALL/CROZER SEMINARY	ROCHESTER	NY
COLUMBIA THEOLOGICAL SEMINARY	DECATUR	GA
CONCORDIA SEMINARY	ST. LOUIS	MO
DE SALES SCHOOL OF THEOLOGY	WASHINGTON	DC
DENVER CONSERVATIVE BAPTIST SEMINARY	DENVER	CO
DOMINICAN HOUSE OF STUDIES	WASHINGTON	DC
EASTERN COLLEGE	SAINT DAVIDS	PA
EMMANUEL SCOOL OF RELIGION	JOHNSON CITY	TN
EPISCOPAL DIVINITY SCHOOL	CAMBRIDGE	MA
EPISCOPAL THEOLOGICAL SEMINARY OF THE SOUTHWEST	AUSTIN	TX
EVANGELICAL SCHOOL OF THEOLOGY	MYERSTOWN	PA
GARRETT-EVANGELICAL THEOLOGICAL SEMINARY	EVANSTON	IL
GENERAL THEOLOGICAL SEMINARY	NEW YORK	NY
GORDON-CONWELL THEOLOGICAL SEMINARY	SOUTH HAMILTON	MA
JESUIT SCHOOL OF THEOLOGY AT BERKELEY	BERKELEY	CA
KENRICK SEMINARY	ST. LOUIS	MO
LOUISVILLE PRESBYTERIAN THEOLOGICAL SEMINARY	LOUISVILLE	KY
LUTHERAN THEOLOGICAL SEMINARY AT GETTYSBURG	GETTYSBURG	PA
LUTHERAN THEOLOGICAL SEMINARY AT PHILADELPHIA	PHILADELPHIA	PA
LUTHERAN THEOLOGICAL SOUTHERN SEMINARY	COLUMBIA	SC
MCCORMICK THEOLOGICAL SEMINARY	CHICAGO	IL
MEADVILLE/LOMBARD THEOLOGICAL SCHOOL	CHICAGO	IL
MENNONITE BRETHREN BIBLICAL SEMINARY	FRESNO	CA
MORAVIAN COLLEGE	BETHLEHEM	PA
MOUNT SAINT MARY'S COLLEGE	EMMITSBURG	MD
NASHOTAH HOUSE	NASHOTAH	WI
NEW YORK THEOLOGICAL SEMINARY	NEW YORK	NY
NORTH AMERICAN BAPTIST SEMINARY	SIOUX FALLS	SD
NORTH PARK COLLEGE & THEOLOGICAL SEMINARY	CHICAGO	IL
NORTHERN BAPTIST THEOLOGICAL SEMINARY	LOMBARD	IL
PACIFIC LUTHERAN THEOLOGICAL SEMINARY	BERKELEY	CA
PACIFIC SCHOOL OF RELIGION	BERKELEY	CA
PONTIFICAL COLLEGE JOSEPHINUM	COLUMBUS	OH
REFORMED THEOLOGICAL SEMINARY	JACKSON	MS
S.S. CYRIL AND METHODIUS SEMINARY	ORCHARD LAKE	MI
SAN FRANCISCO THEOLOGICAL SEMINARY	SAN ALSELMO	CA
SCHOOL OF THEOLOGY AT CLAREMONT	CLAREMONT	CA
SEABURY-WESTERN THEOLOGICAL SEMINARY	EVANSTON	IL
SHORTER COLLEGE	ROME	GA
SOUTHEASTERN BAPTIST THEOLOGICAL SEMINARY	WAKE FOREST	NC
SOUTHERN BAPTIST THEOLOGICAL SEMINARY	LOUISVILLE	KY
ST. CHARLES BORROMEO SEMINARY	PHILADELPHIA	PA
ST. MARY SEMINARY	CLEVELAND	OH

THEOLOGICAL SEMINARIES (Continued)

ST. PAUL SEMINARY	ST. PAUL	MN
ST. THOMAS SEMINARY	DENVER	CO
ST. VINCENT SEMINARY	LATROBE	PA
TRINITY EPISCOPAL SCHOOL FOR MINISTRY	AMBRIDGE	PA
UNITED THEOLOGICAL SEMINARY	DAYTON	OH
UNITED THEOLOGICAL SEMINARY	NEW BRIGHTON	MN
WARTBURG THEOLOGICAL SEMINARY	DUBUQUE	IA
WASHINGTON THEOLOGICAL UNION	SILVER SPRING	MD
WESLEY THEOLOGICAL SEMINARY	WASHINGTON	DC
WESTERN CONSERVATIVE BAPTIST SEMINARY	PORTLAND	OR
WESTON SCHOOL OF THEOLOGY	CAMBRIDGE	MA
WINEBRENNER THEOLOGICAL SEMINARY	FINDLAY	OH

OTHERS

ALABAMA COMMISSION ON HIGHER EDUCATION	MONTOGMERY	AL
ALABAMA STATE DEPARTMENT OF POSTSECONDARY EDUCATION	MONTGOMERY	AL
ALBANY LAW SCHOOL	ALBANY	NY
AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT	GLENDALE	AZ
BANK STREET COLLEGE OF EDUCATION	NEW YORK	NY
CALIFORNIA WESTERN SCHOOL OF LAW	SAN DIEGO	CA
CHRISTIAN CHURCH DISCIPLES OF CHRIST DIV. OF HIGHER EDUCATION	ST. LOUIS	MO
CLAREMONT UNIVERSITY CENTER & GRADUATE SCHOOL	CLAREMONT	CA
CLEVELAND CHIROPRACTIC COLLEGE	KANSAS CITY	MO
CLEVELAND CHIROPRACTIC COLLEGE	LOS ANGELES	CA
COLORADO STATE BOARD COMMUNITY COLLEGES & OCCUPATIONAL EDUCATION	DENVER	CO
COLUMBIA UNIVERSITY TEACHERS COLLEGE	NEW YORK	NY
CUNY - GRADUATE SCHOOL & UNIVERSITY CENTER	NEW YORK	NY
FLORIDA BOARD OF REGENTS OF STATE UNIVERSITY SYSTEM	TALLAHASSEE	FL
GRADUATE THEOLOGICAL UNION	BERKELEY	CA
IDAHO STATE BOARD OF EDUCATION	BOISE	ID
ILLINOIS BOARD OF GOVERNORS OF STATE COLLEGES & UNIVERSITIES	SPRINGFIELD	IL
ILLINOIS BOARD OF HIGHER EDUCATION	SPRINGFIELD	IL
ILLINOIS BOARD OF REGENTS	SPRINGFIELD	IL
LOUISIANA BOARD OF REGENTS	BATON ROUGE	LA
LOUISIANA BOARD OF TRUSTEES FOR STATE COLLEGES & UNIVERSITIES	BATON ROUGE	LA
MARYLAND BOARD OF TRUSTEES OF THE STATE UNIV. & COLLEGES	ANNAPOLIS	MD
MASSACHUSETTS BOARD OF REGENTS OF HIGHER EDUCATION	BOSTON	MA
MISSISSIPPI BOARD OF TRUSTEES OF STATE INSTITUTIONS	JACKSON	MS
MISSISSIPPI STATE DEPARTMENT OF EDUCATION - DIV. JUNIOR COLLEGE	JACKSON	MS
NEBRASKA STATE COLLEGES BOARD OF TRUSTEES	LINCOLN	NE
NORTH CAROLINA DEPARTMENT OF COMMUNITY COLLEGES	RALEIGH	NC
NORTH DAKOTA STATE BOARD OF HIGHER EDUCATION	BISMARCK	ND
OREGON STATE SYSTEM OF HIGHER EDUCATION	EUGENE	OR
SCARRITT COLLEGE	NASHVILLE	TN
SOUTH CAROLINA BOARD - TECH/COMPREHENSIVE EDUCATION	COLUMBIA	SC
SOUTH DAKOTA BOARD OF REGENTS SYSTEM	PIERRE	SD
SOUTH TEXAS COLLEGE OF LAW	HOUSTON	TX
SOUTHWESTERN UNIVERSITY SCHOOL OF LAW	LOS ANGELES	CA
TEXAS COLLEGE AND UNIVERSITY SYSTEM COORDINATING BOARD	AUSTIN	TX
WISCONSIN BOARD OF VOCATIONAL/TECHNICAL/ADULT EDUCATION	MADISON	WI

APPENDIX B: SURVEY QUESTIONNAIRE

CONFIDENTIAL
DUE NOVEMBER 23

1983-84 COMPENSATION AND BENEFITS SURVEY

of

COLLEGE AND UNIVERSITY CHIEF EXECUTIVE OFFICERS

sponsored by:

ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES

and

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION

Please return the completed questionnaire by Wednesday, **November 23** to:

Mary Stuehler
AGB/CUPA CEO Study
Sibson & Company, Inc.
777 Alexander Road
Princeton, New Jersey 08540

INTRODUCTION

The purpose of this survey is to gather data on benefits and perquisites provided to college and university presidents and other exempt employees. The results will be analyzed and presented in a comprehensive report.

Each institution's data will be kept completely confidential.

The questionnaire is divided into three parts:

PART A: INSTITUTION INFORMATION

PART B: BENEFITS & PERQUISITES FOR CEO's

PART C: BENEFITS & PERQUISITES FOR EXEMPT EMPLOYEES

If you have any questions or comments, please contact:

MARY STUEHLER
SIBSON & COMPANY
(609) 452-8500

THANK YOU FOR YOUR PARTICIPATION

NAME OF INSTITUTION

ADDRESS CITY STATE ZIP CODE

NAME OF PERSON PROVIDING INFORMATION TITLE TELEPHONE

PLEASE LEAVE BLANK

(1-4) CODE _____ GEO _____ (5-6)

PART A: INSTITUTIONAL INFORMATION

CLASSIFICATION: Please check the appropriate box.

(7)
- ☐1 2-Year College
- ☐2 4-Year College
- ☐3 University
- ☐4 Law School
- ☐5 Medical School or Center
- ☐6 Theological Seminary
- ☐0 Other: Please specify _____

INSTITUTION TYPE: Please check the appropriate box.

(8)
- ☐1 Public
- ☐2 Private, Independent
- ☐3 Private, religious group related

SYSTEM STRUCTURE: Please check the appropriate box.

(9)
- ☐1 Single institution
- ☐2 Administrative office of a system
- ☐3 Main campus heading a system
- ☐4 A campus within a system

SIZE: PLEASE NOTE: If you checked **administrative office of a system** above, please answer the questions below with system-wide figures. A **main campus** should provide figures only for that main campus and a **campus within a system** should supply figures only for that campus.

TOTAL 1983-1984 OPERATING BUDGET	$_____	(10-14)
TOTAL ENDOWMENT	$_____	(15-19)
TOTAL FULL-TIME EQUIVALENT ENROLLMENT	_____	(20-25)
FULL-TIME EQUIVALENT EMPLOYEES:		
Faculty	_____	(26-30)
Administrative/Exempt	_____	(31-35)
Classified/Nonexempt	_____	(36-40)
TOTAL	_____	(41-46)

PART B: BENEFITS & PERQUISITES FOR CEO's

This section – pages 3 through 11 – pertains to the Chief Executive Officers only.

PERSONAL INFORMATION: Please provide the following information about yourself.

1. Number of years in present position: _____ (47-48)

2. Were you: (49) ☐1 promoted from within this institution/system?
   ☐2 hired from outside this institution/system?

3. Member of a minority group: (50) ☐1 YES ☐2 NO

4. Sex: (51) ☐1 Male ☐2 Female

5. Age:

   (52) ☐1 Under 35
   ☐2 35 - 39
   ☐3 40 - 44
   ☐4 45 - 49
   ☐5 50 - 54
   ☐6 55 - 59
   ☐7 60 or Over

EMPLOYMENT POLICIES AND PRACTICES:

6. Do you have a contractual agreement? (53) ☐1 YES ☐2 NO

   a) If YES, please indicate the type of agreement:

   (54) ☐1 Formal written contract
   ☐2 Letter of agreement
   ☐3 Retained by Board resolution
   ☐4 Oral agreement only
   ☐0 Other

   b) If YES, what is the term of the agreement:

   (55) ☐1 One year
   ☐2 Two to three years
   ☐3 Four to five years
   ☐4 Indefinite
   ☐0 Other

EMPLOYMENT POLICIES AND PRACTICES (continued)

7. Are you provided a formal performance review?

(56) ☐1 YES ☐2 NO

a) If YES, how often does review take place?

(57) ☐1 At the end of the contract term
☐2 Annually
☐3 Every two to three years
☐4 Every four to five years
☐5 At the pleasure of the Board

TENURE POLICY

8. If you were promoted from within this institution/system, were you a tenured faculty member before becoming Chief Executive Officer?

(58) ☐1 YES ☐2 NO (See 8C)

a) If YES, will tenure be reinstated when your term of office expires?

(59) ☐1 Yes
☐2 No
☐3 Don't know

b) If YES, (to #8) will your salary revert to faculty pay scale when you resume teaching duties?

(60) ☐1 Yes
☐2 No
☐3 Don't know

c) If NO (to #8), were you granted tenure as a result of becoming Chief Executive Officer?

(61) ☐1 Yes
☐2 No

9. If you were hired from outside this institution/system, were you granted tenure upon assuming the duties of Chief Executive Officer?

(62) ☐1 YES ☐2 NO

CASH COMPENSATION

10. What is your current annual salary? $_____
(63-68)

11. Is a portion of your salary provided through foundation funding?

(69) ☐1 YES ☐2 NO

12. Do you have any of the following sources of income?

(70) ☐1 Paid directorships
☐2 Consulting activities
☐3 Lecture fees

a) Is there a limit on the total amount?

(71) ☐1 Yes – The limit is $ _____
(72-77)
☐2 No limitation

EXECUTIVE BENEFITS AND PERQUISITES

Please indicate benefits and perquisites available to you. Check all items that apply to you.

13. **Housing:** Please check all that apply.

(5) ☐1 No provision

☐2 Residence provided by Institution – If residence is provided, is occupancy required?

(6) ☐1 YES ☐2 NO

☐3 Maintenance, including grounds

☐4 Household staff (full-time, part-time, or as needed)

☐5 Allowance for remodeling

☐6 Utilities

EXECUTIVE BENEFITS AND PERQUISITES (continued)

14. If you *do not* live in a residence provided by the Institution, indicate housing assistance provided. (Please check all that apply.)

(7)
- ☐1 No provision
- ☐2 Allowance toward home purchase
- ☐3 Subsidy to reduce mortgage interest cost
- ☐4 Rent paid in full
- ☐5 Allowance toward rent
- ☐6 Property taxes paid in full
- ☐7 Allowance toward property taxes

15. **Automobile**: Please check all that apply.

(8)
- ☐1 No provision
- ☐2 Personal car provided
- ☐3 Pool car assigned to Chief Executive Officer
- ☐4 Unassigned pool car available as needed
- ☐5 Operating expenses (fuel and maintenance)
- ☐6 Allowance toward operating expenses
- ☐7 Option to purchase
- ☐8 Driver provided as needed

16. **Entertainment Expense (Local)**: Please check all that apply.

(9)
- ☐1 No provision
- ☐2 Fixed allowance for business entertainment off-campus and/or at home
- ☐3 Reimbursement for actual out-of-pocket expenses
- ☐4 Unrestricted expense account
- ☐5 Use of campus facilities for entertaining
- ☐6 Institution staff (e.g., catering) available as needed

17. **Business and Professional Travel/Entertainment**: Please check all that apply.

(10)
- ☐1 No provision
- ☐2 Reimbursement for actual out-of-pocket expenses
- ☐3 Unrestricted expense account
- ☐4 Per diem allowance
- ☐5 Separate travel allowance

EXECUTIVE BENEFITS AND PERQUISITES (continued)

Business and Professional Travel/Entertainment: (continued)

(11) ☐1 First-class air travel
☐2 Airline VIP l membership
☐3 Use of institu owned aircraft
☐4 Expenses fo ncluded
☐5 Expenses f pouse and children included

18. **Assistance for Spouse:**

(12) ☐1 Not applicable
☐2 No provision
☐3 Secretarial staff (full-time, part-time, or as needed)
☐4 Additional staff/facilities for entertaining as needed
☐5 Remuneration for essentially full-time involvement in institution affairs

19. **Paid Membership/Dues:** Please check all that apply.

(13) ☐1 No provision
☐2 Professional societies/associations
☐3 Luncheon club
☐4 Country club
☐5 Health club
☐0 Other private club (e.g., University Club in New York City)

20. **Tuition assistance** for dependent children and spouse.

	FOR CHILDREN	FOR SPOUSE
Not Offered	(14) ☐1	(15) ☐1
Not Applicable	☐2	☐2
At This Institution		
No provision	☐3	☐3
Full tuition	☐4	☐4
50% or more of tuition	☐5	☐5
Less than 50% of tuition	☐6	☐6

EXECUTIVE BENEFITS AND PERQUISITES (continued)

Tuition assistance (continued)

	FOR CHILDREN	FOR SPOUSE
At Other Institutions		
No provision	(16) ☐ 1	(17) ☐ 1
Full tuition	☐ 2	☐ 2
50% or more of tuition	☐ 3	☐ 3
Less than 50% of tuition	☐ 4	☐ 4
Amount equivalent to benefit at this institution	☐ 5	☐ 5

Vacation/Leave of Absence

21. What is your annual vacation?

(18) ☐ 1 Three weeks ☐ 3 Five weeks
☐ 2 Four weeks ☐ 4 Six weeks

a) Does this exceed maximum vacation for administrative staff?
(19) ☐ 1 YES ☐ 2 NO

22. Are sabbaticals provided to you?
(20) ☐ 1 YES ☐ 2 NO

a) If YES, after how many years as CEO are you eligible? _____ YEARS (21-22)

b) What is the duration of a sabbatical? _____ MONTHS (23-24)

23. Are leaves of absence (other than sabbaticals) provided for the following purposes? Please indicate if they are paid or unpaid.

	NOT PROVIDED	PROVIDED Paid	PROVIDED Unpaid
Governmental/Public Appointments	(25) ☐ 1	☐ 2	☐ 3
Extended Study/Research	(26) ☐ 1	☐ 2	☐ 3
Personal/Medical	(27) ☐ 1	☐ 2	☐ 3
Other (Please specify)	(28) ☐ 1	☐ 2	☐ 3

_____

_____

EXECUTIVE BENEFITS AND PERQUISITES (continued)

24. **Relocation Expenses**

(29) ☐1 Not applicable. If NO, skip to question #25.

a) Moving expense for household effects:

(30) ☐1 No provision
☐2 Paid in full
☐3 Partially paid

b) Travel expenses for family:

(31) ☐1 Not applicable
☐2 No provision
☐3 Paid in full
☐4 Partially paid

c) Employment assistance for spouse:

(32) ☐1 Not applicable
☐2 No provision
☐3 Assistance provided

d) Loss on sale of previous residence or cancellation of lease:

(33) ☐1 Not applicable
☐2 No provision
☐3 Assistance provided

Retirement Program

25. a) What amount is contributed *by the institution* to your retirement program? Please express the amount as a percent of your salary; if none, enter 0.

_____ PERCENT
(34-36)

b) What amount are *you required to contribute* to your retirement plan? Please express the amount as a percent of your salary; if none, enter 0.

_____ PERCENT
(37-39)

EXECUTIVE BENEFITS AND PERQUISITES (continued)

Retirement Program (continued)

26. Does the institution provide a *supplemental retirement* income plan?

(40) ☐1 No provision
☐2 TIAA SRA
☐3 Separate tax-sheltered annuity *other than* standard TIAA
☐0 Other, please specify: _____

_____

27. **Involuntary Separation Policy** (NOTE: Please give information relating to *involuntary* separation only.)

a) Does the policy provide for severance pay?

(41) ☐1 YES ☐2 NO

b) If YES, what is the duration?

(42) ☐1 Up to 6 months
☐2 Up to 12 months
☐3 More than 12 months
☐4 Negotiable at the time of separation

c) Does the policy provide for benefits continuation?

(43) ☐1 YES ☐2 NO

d) If YES, please specify the length of the continuation period.

(44) ☐1 Life insurance coverage: _____ MONTHS (45-46)
☐2 Long-term disability coverage: _____ MONTHS (47-48)
☐3 Medical coverage: _____ MONTHS (49-50)

e) Is outplacement assistance provided?

(51) ☐1 YES ☐2 NO

EXECUTIVE BENEFITS AND PERQUISITES (continued)

28. **Other Benefits and Perquisites**

Which of the following are provided?

(52) ☐1 Supplemental Life Insurance coverage

☐2 Supplemental Long-Term Disability coverage

☐3 Annual physical examination

☐4 Reimbursement of medical/dental expenses in excess of basic plan

☐5 Other supplemental health benefits, i.e.,

☐6 Psychiatric care

☐7 Vision care

(53) ☐1 Financial/Legal counseling

☐2 Personal Liability insurance

☐3 Interest-free loans

☐0 Other, please specify _____

_____

_____

29. Are executive benefits/perquisites provided in full or in part through foundation funding?

(54) ☐1 YES ☐2 NO

PART C: BENEFITS AND PERQUISITES FOR EXEMPT EMPLOYEES

The remainder of this questionnaire covers benefits which may be available to exempt employees (i.e., executive, administrative, and faculty.)

BASIC BENEFITS

30. Please indicate which of the following benefits are available by checking the box which indicates the *percentage of premium cost paid by the institution.*

		PLAN NOT PROVIDED	PERCENTAGE OF PREMIUM COST PAID BY INSTITUTION			
			100%	50% or More	Under 50%	None
Medical/Hospital Insurance:						
Employee coverage	(55)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Family coverage	(56)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Dental Care Insurance:						
Employee coverage	(57)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Family coverage	(58)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Vision Care Insurance:						
Employee coverage	(59)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Family coverage	(60)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Life Insurance	(61)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Short-Term Disability	(62)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Long-Term Disability	(63)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Accidental Death & Dismemberment	(64)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
Business Travel Insurance	(65)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

BENEFITS AND PERQUISITES FOR EXEMPT EMPLOYEES (continued)

31. **Life Insurance**

a) What is the benefit formula? (Please express as a multiple of salary, e.g., 2 X salary, 3 X salary.)

_____ X Salary
(66-67)

b) What is the maximum benefit? (Please provide $ amount.)

$ _____
(68-74)

32. **Accidental Death & Dismemberment**

a) What is the benefit formula? (Please express as a multiple of salary, e.g., 2 X salary, 3 X salary.)

_____ X Salary
(75-76) 80-2

b) What is the maximum benefit? (Please provide $ amount.)

$ _____
(5-11)

33. **Business Travel Insurance**

a) What is the benefit formula? (Please express as a multiple of salary, e.g., 2 X salary, 3 X salary.)

(12-13)_____ X Salary

b) What is the maximum benefit? (Please provide $ amount.)

$ _____
(14-20)

34. **Retirement**

Does the institution provide:

(21) ☐ 1 TIAA/CREF
☐ 2 Retirement plan other than TIAA/CREF
☐ 3 No provision

BENEFITS AND PERQUISITES FOR EXEMPT EMPLOYEES (continued)

35. **Tuition Assistance**

Please indicate if tuition assistance is provided by checking the box which indicates the percentage of tuition cost paid by the institution.

		NOT PROVIDED	PERCENTAGE OF TUITION PAID BY INSTITUTION		
			100%	50% or More	Under 50%
a)	At this Institution				
	Employee	(22) ☐1	☐2	☐3	☐4
	Children	(23) ☐1	☐2	☐3	☐4
	Spouse	(24) ☐1	☐2	☐3	☐4
b)	At Other Institutions				
	Employee	(25) ☐1	☐2	☐3	☐4
	Children	(26) ☐1	☐2	☐3	☐4
	Spouse	(27) ☐1	☐2	☐3	☐4

36. **Other Benefits/Perquisites**

If the following are provided, please indicate whether they are provided to *key/selected staff only* or to *all exempt employees*.

	PLAN NOT PROVIDED	PROVIDED TO:	
		Key Staff Only	All Exempts
Deferred Compensation Plan	(28) ☐1	☐2	☐3
Supplemental Life Insurance	(29) ☐1	☐2	☐3
Supplemental Long-Term Disability	(30) ☐1	☐2	☐3
Supplemental Retirement Income	(31) ☐1	☐2	☐3
Involuntary Separation Arrangements	(32) ☐1	☐2	☐3
Annual Physical Examination	(33) ☐1	☐2	☐3
Reimbursement of Medical/Dental Expenses in Excess of Basic Plan	(34) ☐1	☐2	☐3
Financial/Legal Counseling	(35) ☐1	☐2	☐3

BENEFITS AND PERQUISITES FOR EXEMPT EMPLOYEES (continued)

Other Benefits/Perquisites (continued)

	PLAN NOT PROVIDED	PROVIDED TO: Key Staff Only	PROVIDED TO: All Exempts
Automobile	(36) ☐ 1	☐ 2	☐ 3
Housing Assistance	(37) ☐ 1	☐ 2	☐ 3
Business Travel/Entertainment Expenses	(38) ☐ 1	☐ 2	☐ 3
Professional Society/Association Memberships	(39) ☐ 1	☐ 2	☐ 3
Social Club Memberships	(40) ☐ 1	☐ 2	☐ 3
Interest-Free Loans	(41) ☐ 1	☐ 2	☐ 3

80-3

PLEASE RETURN THIS QUESTIONNAIRE BY *NOVEMBER 23* TO:

Mary Stuehler
AGB/CUPA CEO Study
SIBSON & COMPANY, INC.
777 Alexander Road
Princeton, New Jersey 08540

THANK YOU.

APPENDIX C: STATISTICAL METHODOLOGY -- TREND LINES

APPENDIX C: STATISTICAL METHODOLOGY -- TREND LINES

Trend lines are graphic displays of the relationship between size (i.e., operating budget, F.T.E. enrollment) and salary. The actual data points are analyzed using linear regression, a statistical technique which calculates the "line of best fit" through all of the data points.

KEY TO READING THE TREND LINES

Legend

The legend is indicated in the upper left of each graph. The type of line used (i.e. solid, dashed, etc.) for each institution type is shown.

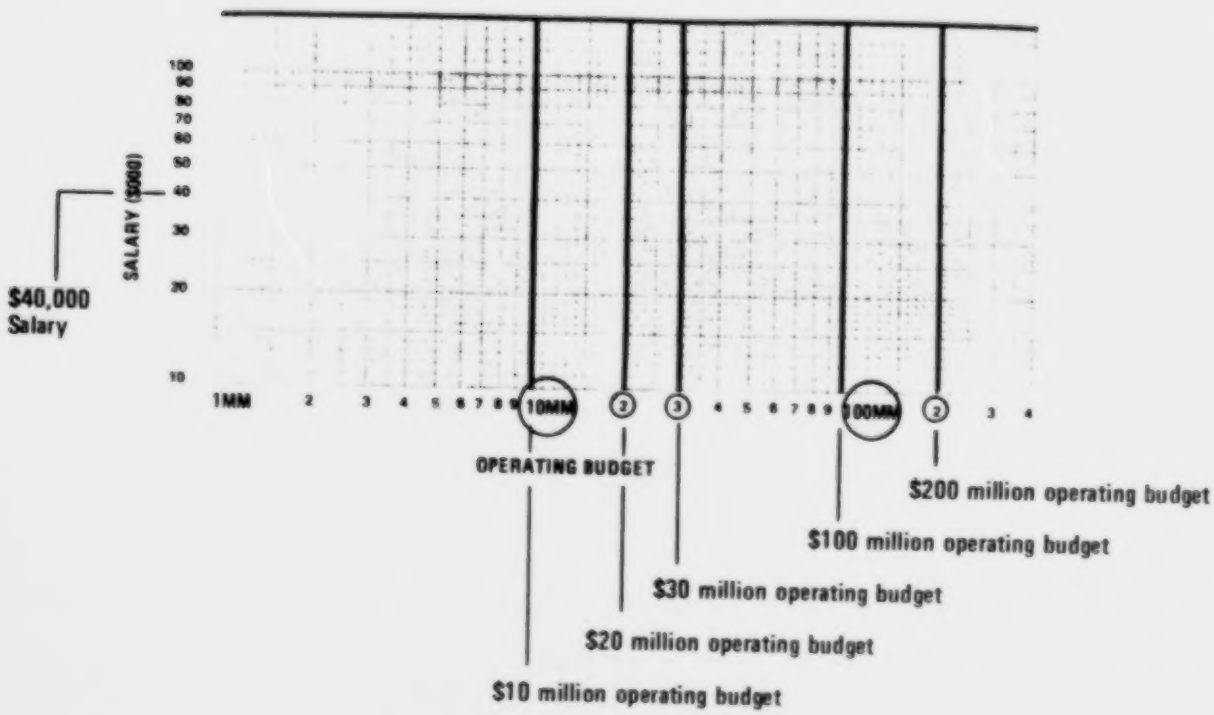
Horizontal Axis Labels

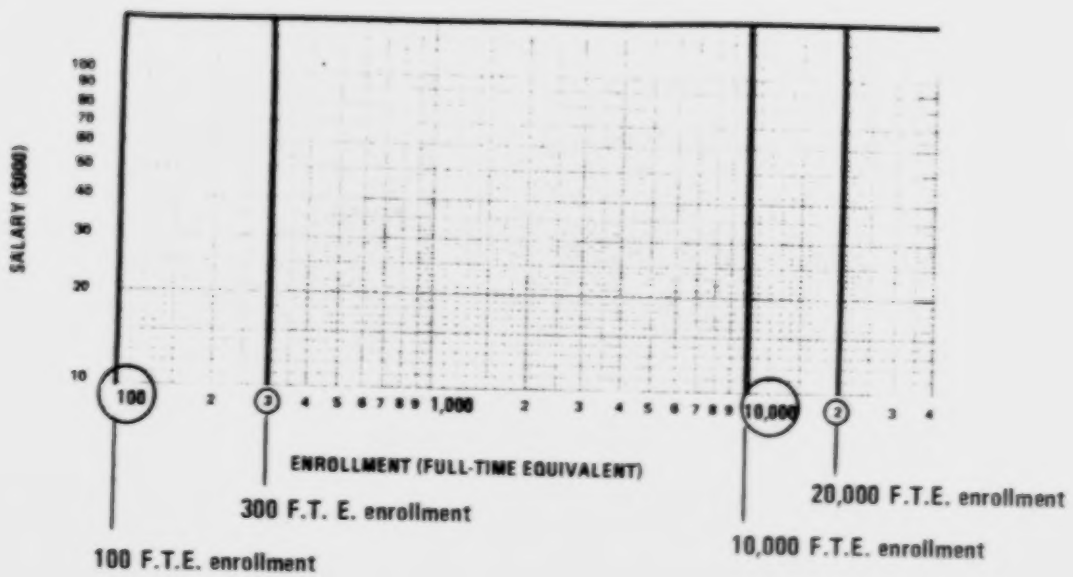
For operating budget, the labels are:

K indicates thousand
MM indicates million
B indicates billion

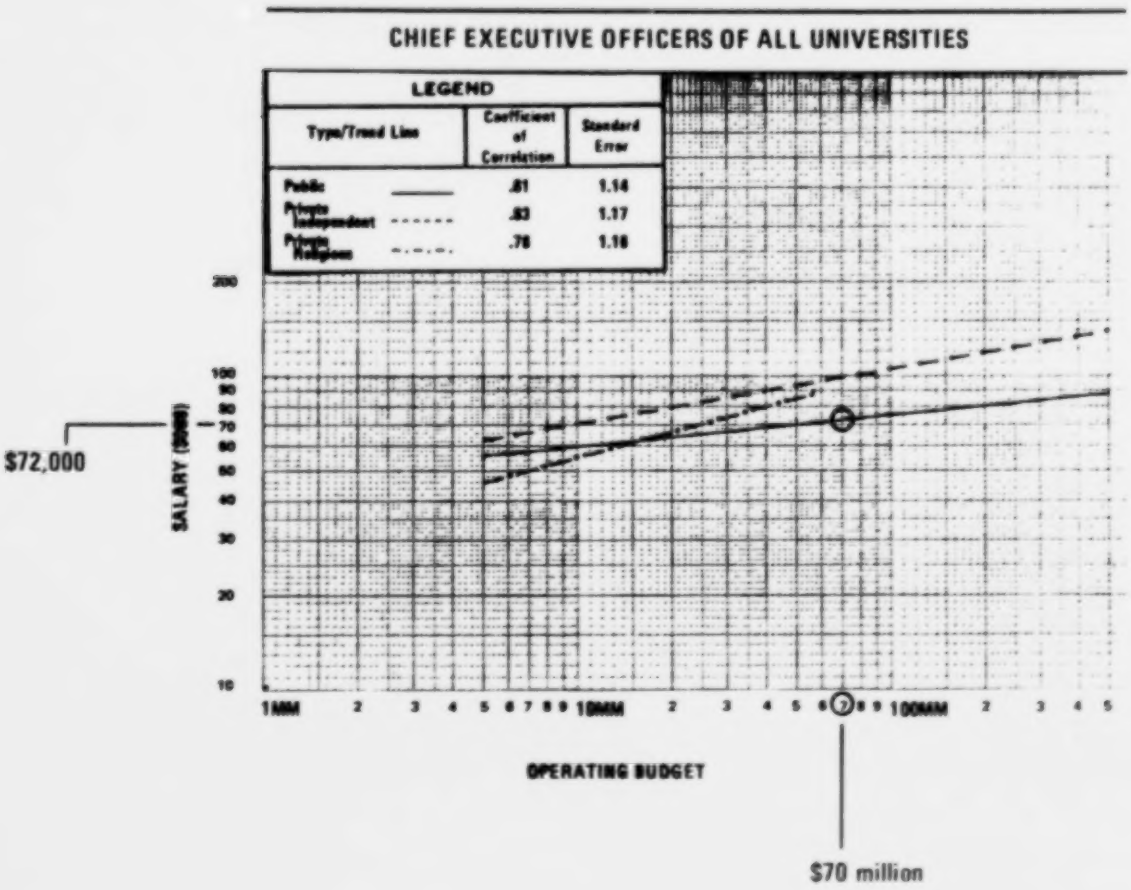
Enrollment is expressed in whole numbers.

The trend lines are shown on a logarithmic scale. The following illustrations show how to read the axes.


SALARY ($000)
100
90
80
70
60
50
40
30
20
10
$40,000
Salary
1MM
10MM
100MM
OPERATING BUDGET
$200 million operating budget
$100 million operating budget
$30 million operating budget
$20 million operating budget
$10 million operating budget


SALARY ($000)
100
90
80
70
60
50
40
30
20
10
100
1,000
10,000
ENROLLMENT (FULL-TIME EQUIVALENT)
20,000 F.T.E. enrollment
300 F.T. E. enrollment
10,000 F.T.E. enrollment
100 F.T.E. enrollment

The illustration below shows that, on average, the CEO of a public university with an operating budget of $70 million receives a salary of approximately $72,000.



STATISTICS

One of the statistical tools used in determining the predictive capabilities of each size measure is the coefficient of correlation. The coefficient of correlation has a numerical range of +1.0 to -1.0 and indicates the strength of the relationship between two variables, e.g., salary and operating budget. A positive correlation, 0.0 to +1.0, means that salary levels for the position tend to increase as the size measure for that position increases.

Each trend line display indicates the coefficient of correlation between compensation and the given size measure. The higher the degree of correlation, the closer the relationship between the two values. Significant differences in operating budget tend to be reflected by significant differences in salary levels when the coefficient is high.

A measure of the degree of variability or "scatter" about the trend line is indicated by the standard error. In our analysis, a standard error of 1.0 indicates that there is no variability about the line; i.e., virtually all the data fall on the line shown. A standard error of 1.20 indicates that most of the data fall within an area of approximately plus or minus 20 percent about the line.

Although the degree of correlation indicates the closeness of the relationship between scope and compensation, a low degree of correlation does not necessarily imply that the analysis is not useful. If the standard error is low, then the analysis is useful even though a low degree of correlation may exist.

In the trend lines shown in this report, the coefficients of correlation are generally between .60 and .80; the standard error statistics are generally low -- 1.10 to 1.30. For the purposes of compensation analysis, these statistics indicate a reasonably strong relationship between the size measure (i.e., operating budget, enrollment) and salary. The following table is a guide to evaluating the statistics.

GUIDE TO DETERMINING THE USEFULNESS OF TREND LINES

COEFFICIENT OF CORRELATION	STANDARD ERROR			
	1.0 - 1.2	1.2 - 1.4	1.4 - 1.6	1.6 and Above
.80-1.00	EXCELLENT: Use with confidence.	VERY GOOD: Use with confidence.	GOOD: Use with caution since there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line.
.60- .80	VERY GOOD: Use with confidence.	GOOD: Use with confidence.	ACCEPTABLE: Use with caution since there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line.
.40- .60	GOOD: Use with confidence, but caution on scope as a predictor of compensation level.	GOOD: Use with caution, since scope only partially predicts compensation level and there is a moderate degree of variability about the line.	NOT GOOD: Scope only partially predicts compensation levels and there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line.
.20- .40	GOOD: Use with confidence, but scope is not a good predictor of compensation level.	ACCEPTABLE: Use with caution, since scope is not a good predictor of compensation level and there is a moderate degree of variability about the line.	NOT GOOD: Scope does not predict compensation level and variability about the line is high.	NOT GOOD: Too much variability about the line.
0.0- .20	GOOD: Use with confidence, but scope does not predict compensation level.	ACCEPTABLE: Use with caution, since scope does not predict compensation level and there is a moderate degree of variability about the line.	NOT GOOD: Scope does not predict compensation level and variability about the line is high.	NOT GOOD: Too much variability about the line.

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